Immigration and Refugee Board of Canada

Performance Report

For the period ending
March 31, 2007

Diane Finley
Minister of Citizenship and Immigration

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SECTION 1

Overview

MESSAGE FROM THE CHAIRPERSON

"Our success in meeting the challenges of the past year is directly attributable to the adaptability, dedication and creativity of our members and staff, including their steadfast commitment to excellence in the pursuit of our mandate. I am confident that these qualities will serve us well as we continue to innovate and improve the way we work."

Brian Goodman
Chairperson

I am pleased to present the *2006-2007 Departmental Performance Report* for the Immigration and Refugee Board of Canada (IRB). This report is my first opportunity as incoming Chairperson to provide a comprehensive review of the IRB's performance and accomplishments with reference to the stated plans and priorities for 2006-2007.

The IRB is an independent tribunal entrusted by Parliament with resolving cases, which includes making well-reasoned decisions, on immigration and refugee matters fairly and efficiently. In doing so, the Board contributes directly to Canada's humanitarian traditions, the security of Canada and the quality of life of Canadians. The dedication and integrity of our members and staff are vital to the IRB's success in fulfilling its mandate and ensuring that it maintains the trust and confidence of those who appear before it, Parliament and the Canadian public.

The past year has been marked by significant transition at the Board. We have seen changes in senior management ranks, the departure of experienced members and the reversal of a decline in the number of refugee claim referrals. Clarity of vision and continuity are important under such circumstances. I have made it a priority since taking

the helm of the IRB in March 2007 to consolidate and reinforce the excellent work undertaken by my predecessor to make the IRB a more flexible and integrated institution. At the same time, I hold firmly to a vision of the Board where support for excellence, consistency, efficiency, accountability and independence of decision-making is the yardstick by which all our activities and initiatives are measured. By keeping this vision uppermost in our minds, we can remain focused on the IRB's core business—the resolution of immigration and refugee matters fairly, efficiently and quickly, in accordance with the law and as informally as the circumstances permit.

Our transformation agenda

It is critical that the IRB be able to respond effectively in a complex and ever-changing environment in which we have no control over the number or kinds of cases that come before us. We are therefore continuing to implement a multi-faceted transformation agenda aimed at further strengthening our operations to ensure that all of our Board members, irrespective of division, are competent, well-equipped and supported.

Implementation of the proposals arising from the Immigration Appeal Division (IAD) Innovation initiative began in 2006-2007, with the aim of transforming the IAD into a more flexible and proactive division. The measures adopted are already achieving positive results: they are streamlining case resolution processes and generating operational efficiencies without compromising fairness. The IRB also continued to pursue the integration of common procedural, administrative and other activities across the three divisions. This initiative, supported by a comprehensive human resources (HR) plan designed to provide our people with the skills and competencies required in an integrated tribunal, reached a number of significant milestones during the reporting period, including the establishment of the new Tribunal Officer position, which will support the work of all divisions.

Operational and management enhancements

Throughout the year we continued to strengthen many of our systems and processes in pursuit of greater operational efficiency and accountability. In its 2006-2007 Management Accountability Framework Assessment, the Treasury Board Secretariat (TBS) recognized the IRB for putting a strong emphasis on the importance of accountability and modernization and for its work on improving management.

In line with the Government of Canada's commitment to achieve greater transparency for and accountability to Canadians, we extended management controls in key areas and implemented a management plan that is fully integrated across the organization.

In addition, we made significant progress in enhancing case management processes at the IRB with the launch of the Integrated Case Management System (ICMS) at the close of the reporting period.

Strengthening the member appointment process

Our members' work requires an extensive knowledge of immigration, refugee and administrative law and principles, such as natural justice. On a daily basis, Board members conduct proceedings and render decisions that have a profound impact on the lives, freedom and security of both the persons appearing before them and Canadians in general. Selection standards for new members are therefore high to ensure that they are qualified and possess the appropriate experience, skills and competencies. Throughout 2006-2007 the IRB collaborated with the Government of Canada to identify opportunities for further strengthening the existing merit-based member selection process for Governor-in-Council (GIC) appointments.

Stakeholder engagement

Canada's immigration and refugee determination system is recognized as among the finest and most innovative in the world. Our stakeholders have contributed significantly to this success, both through the regular exchange of views and perspectives and the provision of feedback and advice on new initiatives. For example, in 2006-2007 our stakeholders were important contributors in consultations held for IAD Innovation and the new *Guideline on Procedures with Respect to Vulnerable Persons Appearing Before the Immigration and Refugee Board of Canada* (Guideline 8), which was released in December 2006. The IRB was also active in networking with other Canadian tribunals through organizations such as the Council of Canadian Administrative Tribunals (CCAT).

Canada's international role

The IRB also continued to reach out to its international counterparts during the reporting period, benefiting from the exchange of expertise and best practices through participation in international fora such as the International Association of Refugee Law Judges (IARLJ), the Executive Committee of the United Nations High Commissioner for Refugees (EXCOM) and the Intergovernmental Consultations on Asylum, Refugee and Migration Policies in Europe, North America and Australia (IGC). In addition, an agreement signed between the IRB and the United Nations High Commissioner for Refugees (UNHCR) enabled us to send a number of employees on short-term assignments to provide training and guidance to UNHCR staff overseas.

Delivering results for Canadians

The Immigration Division (ID) concluded more cases than projected in 2006-2007, while the IAD made productivity gains through innovative adjudication strategies and case management practices. However, because of an increase in new cases and delays in member appointments and reappointments, the Refugee Protection Division (RPD) and the IAD were unable to finalize as many cases as anticipated in the plans for the year. Notwithstanding these challenges, only a small fraction—less than one percent—of IRB decisions reviewed by the Federal Court was set aside during the reporting period.

The challenges ahead

The year ahead promises to be challenging for the IRB. Without sufficient member resources in place, we will continue to experience an impact on the efficiency and timeliness of our decision-making. While we are taking all available measures to mitigate the effects on those appearing before us, we look forward to working with the Government over the coming months to reach a positive and sustainable resolution of our member complement situation in the RPD and the IAD.

We will also continue to pursue ways of promoting consistency in procedure and outcome, while respecting adjudicative independence. At the same time, we remain committed to moving forward with a transformation agenda that will allow us to achieve even better results for Canadians. Our members and staff play a critical role in the pursuit of our objectives, and given their dedication, creativity and adaptability, I am confident of our success.

Brian Goodman
Chairperson

MANAGEMENT REPRESENTATION STATEMENT

I submit for tabling in Parliament, the *2006–2007 Departmental Performance Report* for the Immigration and Refugee Board of Canada.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2006–2007 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the department's approved Strategic Outcome(s) and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

Brian Goodman
Chairperson

SUMMARY INFORMATION

Raison d'être

WHO WE ARE

The IRB is an independent administrative tribunal that reports to the Parliament of Canada through the Minister of Citizenship and Immigration Canada (CIC).

As an organization responsible for applying administrative justice, the IRB adheres to the principles of natural justice, and its decisions are rendered in accordance with the law, including the *Canadian Charter of Rights and Freedoms*. This mandate is reflected in our mission, vision and values, which help shape our corporate priorities and identify the qualities we strive to embody. It also guides our day-to-day decisions, to ensure that everyone and their work at the IRB are aligned with our mission and our vision for the future.

Table 1.1: The IRB Mission, Vision and Values

MISSION	
The Immigration and Refugee Board of Canada is an independent tribunal established by the Parliament of Canada. Our mission, on behalf of Canadians, is to make well-reasoned decisions on immigration and refugee matters, efficiently, fairly, and in accordance with the law.	
VISION	**VALUES**
We will excel in everything we do and will deal simply, quickly and fairly with everyone. Through innovation and flexibility, we will be a leading-edge administrative tribunal and a creative partner in building the future of the Canadian immigration system.	▪ Excellence in delivery ▪ Valuing people ▪ Open, honest, timely communication ▪ Relevant, responsive and accountable management

The IRB is fully committed to applying fairness to all aspects of its work, which in turn means being just, lawful, honest, open and without bias. This includes recognizing that some individuals who appear before the IRB have experienced very difficult circumstances, and respecting the diversity of cultures of individuals who appear before the IRB. Most importantly, it means recognizing that the determination of each case directly and profoundly affects people's lives.

WHAT WE DO

As Canada's largest federal tribunal, the IRB employed approximately 942 people at its headquarters and in regional offices in 2006-2007. The IRB consists of three divisions, each of which has its own mandate under the *Immigration and Refugee Protection Act* (IRPA):

Table 1.2: The IRB Division Mandates

Refugee Protection Division (RPD)
▪ Hears refugee protection claims ▪ Hears applications for vacation of refugee protection ▪ Hears applications for cessation of refugee protection
Immigration Division (ID)
▪ Conducts admissibility hearings for foreign nationals or permanent residents who seek entry into Canada, or who are already in Canada and are alleged to be inadmissible ▪ Conducts detention reviews for foreign nationals or permanent residents who are detained for immigration reasons
Immigration Appeal Division (IAD)
▪ Hears appeals of sponsorship applications refused by CIC ▪ Hears appeals from certain removal orders made against permanent residents, Convention refugees and other protected persons, and holders of permanent resident visas ▪ Hears appeals by permanent residents against whom a CIC officer outside of Canada has decided that they have not fulfilled their residency obligation ▪ Hears appeals by the Minister from decisions of the Immigration Division at admissibility hearings

Through each division, the IRB generally delivers a simpler and faster form of justice than that provided by the courts, but with no less attentiveness to the rigour of the law and its application to the particular facts of each case. The IRB is a human rights tribunal, and the women and men who work at the Board respect the human dignity of all those who come before it.

The three decision-making divisions are supported by corporate management and services that include a range of HR, legal services, communications, strategic planning, audit and evaluation, risk management, values and ethics, financial services, information technology, security and management activities, and provide the IRB with efficient management processes and administrative services while promoting organizational effectiveness.

BENEFITS TO CANADIANS

Immigrants and refugees have always made significant contributions to Canada's growth and development. In the delivery of its mandate, the IRB benefits Canadians in three important ways:

- Its hearings on refugee claims ensure that Canada accepts those in need of protection in accordance with international obligations and Canadian law;
- Its hearings on admissibility and detention reviews help ensure the security of Canadians; and
- Its independent mechanism for resolving sponsorship, removal order and permanent residence status appeals ensures fairness of process for appellants and their families.

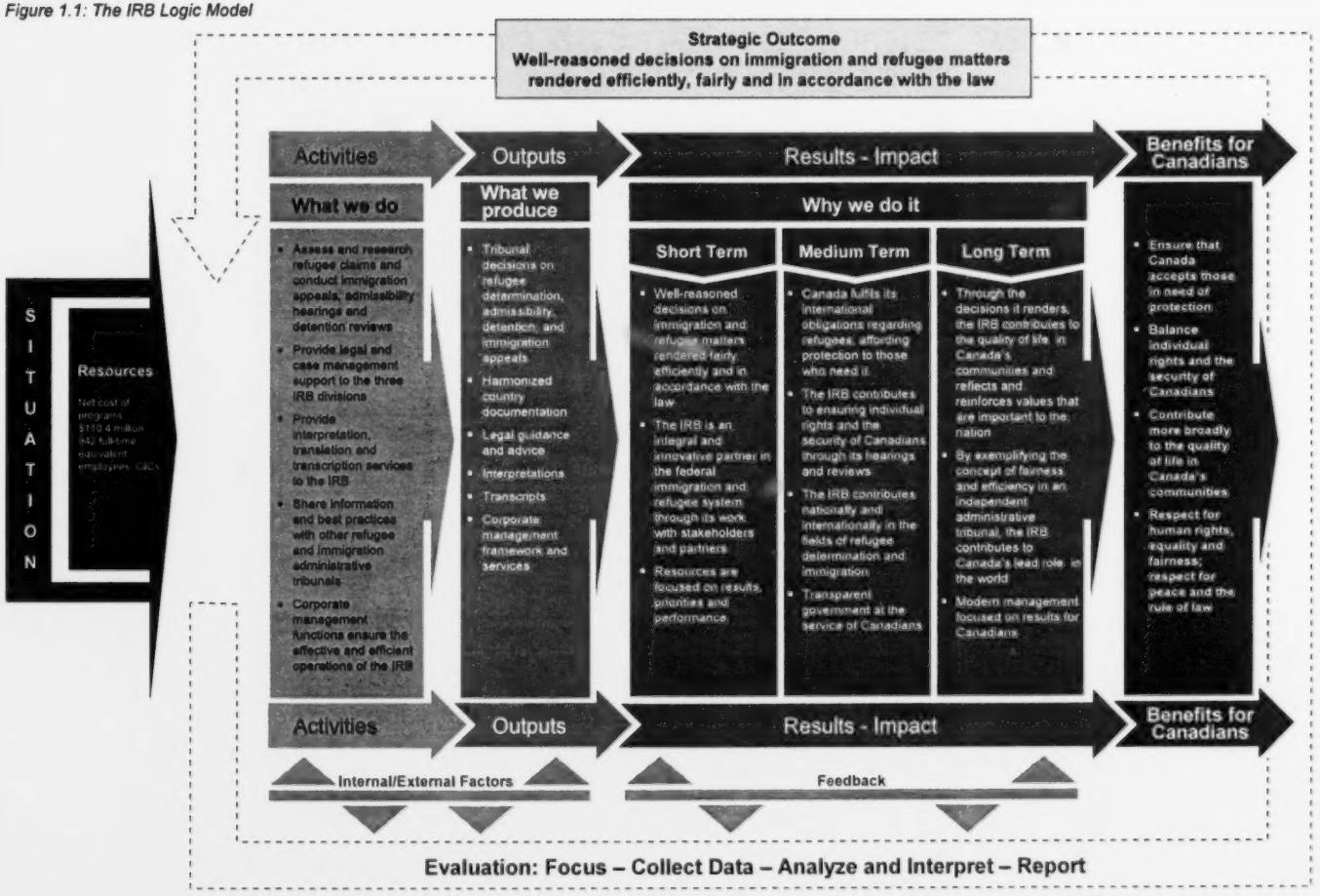
Through the decisions it makes, the IRB also contributes more broadly to the quality of life of Canada's communities by strengthening our country's social fabric, and by reflecting and reinforcing core values that are important to Canadians. These include respect for:

- Human rights
- Equality
- Fairness
- Peace
- Rule of law

IRB LOGIC MODEL

What we do, what we produce and the impact of these activities are captured in the following diagram. It represents a dynamic process in which information is shared throughout the IRB to ensure that everyone at the IRB is focused on the appropriate activities and outputs in order to achieve the expected results and benefits for Canadians.

Figure 1.1: The IRB Logic Model


Strategic Outcome
Well-reasoned decisions on immigration and refugee matters rendered efficiently, fairly and in accordance with the law
SITUATION
Resources
Net cost of programs: $180.4 million
942 full-time equivalent employees (FTEs)
Activities
What we do
Assess and research refugee claims and conduct immigration appeals, admissibility hearings and detention reviews
Provide legal and case management support to the three IRB divisions
Provide interpretation, translation and transcription services to the IRB
Share information and best practices with other refugee and immigration administrative tribunals
Corporate management functions ensure the effective and efficient operations of the IRB
Outputs
What we produce
Tribunal decisions on refugee determination, admissibility, detention, and immigration appeals
Harmonized country documentation
Legal guidance and advice
Interpretations
Transcripts
Corporate management framework and services
Results - Impact
Why we do it
Short Term
Well-reasoned decisions on immigration and refugee matters rendered fairly, efficiently and in accordance with the law
The IRB is an integral and innovative partner in the federal immigration and refugee system through its work with stakeholders and partners
Resources are focused on results, priorities and performance
Medium Term
Canada fulfils its international obligations regarding refugees, affording protection to those who need it
The IRB contributes to ensuring individual rights and the security of Canadians through its hearings and reviews
The IRB contributes nationally and internationally in the fields of refugee determination and immigration
Transparent government at the service of Canadians
Long Term
Through the decisions it renders, the IRB contributes to the quality of life in Canada's communities and reflects and reinforces values that are important to the nation
By exemplifying the concept of fairness and efficiency in an independent administrative tribunal, the IRB contributes to Canada's lead role in the world
Modern management focused on results for Canadians
Benefits for Canadians
Ensure that Canada accepts those in need of protection
Balance individual rights and the security of Canadians
Contribute more broadly to the quality of life in Canada's communities
Respect for human rights, equality and fairness; respect for peace and the rule of law
Activities
Outputs
Results - Impact
Benefits for Canadians
Internal/External Factors
Feedback
Evaluation: Focus – Collect Data – Analyze and Interpret – Report

TOTAL FINANCIAL AND HUMAN RESOURCES

The following tables provide summary data on the 2006-2007 total financial and human resources of the IRB.

Table 1.3: Total Financial and Human Resources for 2006-2007

Total Financial Resources ($ millions)		
Planned Spending	**Total Authorities**	**Actual Spending**
116.8	**119.3**	**110.4**
Spending planned for the fiscal year as presented in the *2006-2007 Report on Plans and Priorities*.	Level of spending authorized by the Government.	Amounts actually spent during the 2006-2007 fiscal year as presented in the *Public Accounts*.

Total Human Resources		
Planned	**Actual**	**Difference**
1,050	**942**	**(108)**
Full-time equivalents planned for the fiscal year as presented in the *2006-2007 Report on Plans and Priorities*.	Full-time equivalents actually used during the 2006-2007 fiscal year.	The difference between planned and actual full-time equivalents utilization.

IRB Strategic Outcome, Strategic Priorities and Program Activities

This section provides information at the organizational level on the IRB's strategic outcome, strategic priorities and program activities.

IRB STRATEGIC OUTCOME

Based on its legislated mandate, the IRB's single strategic outcome is as follows:

TO PROVIDE CANADIANS WITH WELL-REASONED DECISIONS ON IMMIGRATION AND REFUGEE MATTERS RENDERED EFFICIENTLY, FAIRLY AND IN ACCORDANCE WITH THE LAW.

IRB STRATEGIC PRIORITIES

To achieve its strategic outcome, the IRB developed four strategic priorities for 2006-2007. These contribute to the achievement of the IRB's strategic outcome by ensuring that the Board's plans, activities and expected results emphasize high quality, consistency and efficiency across the organization, foster an open environment that values its people, and promote flexibility, accountability and continual improvement.

Table 1.4: The IRB Strategic Priorities for 2006-2007

2006-2007 STRATEGIC PRIORITIES
STRATEGIC OUTCOME: Provide Canadians with well-reasoned, timely decisions on immigration and refugee matters, efficiently, fairly and in accordance with the law.
Integrate common procedural, administrative and adjudicative activities in all divisions to further promote quality, consistency and efficiency measures.
Continue to build an organizational culture that supports its people, and is flexible and innovative.
Improve case management processes through the successful implementation of ICMS.
Implement a horizontal and fully integrated management plan that reflects the IRB's reality.

IRB PROGRAM ACTIVITIES

Based on the IRB's Program Activity Architecture (PAA), as approved by the TBS, the work of the IRB and its divisions is conducted through four program activities. The first three are responsible for all the tribunal decisions made at the IRB and the fourth is responsible for all the corporate management and services at the IRB.

Table 1.5: The IRB Program Activity Architecture

Immigration and Refugee Board of Canada	
STRATEGIC OUTCOME: Provide Canadians with well-reasoned, timely decisions on immigration and refugee matters, efficiently, fairly and in accordance with the law.	
PROGRAM ACTIVITY ARCHITECTURE	
Program Activity: Refugee Protection	
▪ *Decision-making* ▪ *Decision-making Support* - *Case Management and Research* - *Translation/Interpretation/Transcription*	- *Legal Support* - *Other*
Program Activity: Admissibility Hearings and Detention Reviews	
▪ *Decision-making*	▪ *Decision-making Support*
Program Activity: Immigration Appeal	
▪ *Decision-making*	▪ *Decision-making Support*
Program Activity: Corporate Management and Services	
▪ *Executive Offices* ▪ *Planning* ▪ *Finance and Administration* ▪ *IM/IT*	▪ *Legal Services* ▪ *HR and Professional Development* ▪ *Strategic Communications and Partnerships*

The following table outlines the key results and performance status of the IRB's four program activities in achieving both the IRB's strategic priorities and strategic outcome.

Table 1.6: The IRB Performance Status

2006-2007 Strategic Priorities	($ millions)
Planned Spending: 116.8	**Actual Spending:** 110.4

STRATEGIC OUTCOME: Provide Canadians with well-reasoned, timely decisions on immigration and refugee matters, efficiently, fairly and in accordance with the law.

STRATEGIC PRIORITY 1 **Integrate common procedural, administrative and adjudicative activities in all divisions to further promote quality, consistency and efficiency measures**	
Planned Spending: 87.7	**Actual Spending:** 78.9
Program Activity: Refugee Protection, Admissibility Hearings and Detention Reviews, Immigration Appeal, Corporate Management and Services	
Results: • *Development of common policy instruments and procedures, performance measures and adjudicative culture* • *Provision of strategic communications advice and information that reflects changes to procedural, administrative and adjudicative activities* • *Further development, maintenance and promotion of tools that support quality, consistency and efficiency in decision-making in the areas of ethics, communications, quality control and service delivery*	
Type: Previously committed	**Performance Status:** Successfully met*

STRATEGIC PRIORITY 2 **Continue to build an organizational culture that supports its people, and is flexible and innovative**	
Planned Spending: 1.4	**Actual Spending:** 1.3
Program Activity: Refugee Protection, Admissibility Hearings and Detention Reviews, Immigration Appeal, Corporate Management and Services	
Results: • *Continued implementation of a competency-based HR management strategy across the IRB, including the development of competency profiles for functional groups and tools to support their use* • *Implementation of a policy on redeployment, enabling increased mobility between the divisions*	
Type: Ongoing	**Performance Status:** Successfully met*

STRATEGIC PRIORITY 3 **Improve case management processes through the successful implementation of ICMS**	
Planned Spending: 9.5	**Actual Spending:** 10.9
Program Activity: Refugee Protection, Corporate Management and Services	
Results: • *Successful implementation of a change management strategy with respect to the ICMS project that includes comprehensive communications and training plans* • *Continued development and implementation of ICMS* • *Maintenance of ICMS*	
Type: Ongoing	**Performance Status:** Successfully met*

STRATEGIC PRIORITY 4 **Implement a horizontal and fully integrated management plan that reflects the IRB's reality**	
Planned Spending: 18.2	**Actual Spending:** 21.3
Program Activity: Corporate Management and Services	
Results: • *Risk management continues to be part of planning and management activities, and appropriate legal risk management measures are developed* • *Implementation of identified priorities of the People Management Strategy, including the implementation of an integrated learning and professional development program for all IRB personnel* • *Implementation of a comprehensive security program that includes a Business Continuity Plan, and the implementation of the Management Information Technology action plan* • *The IRB is well positioned to make significant progress in the area of Information Management*	
Type: Ongoing	**Performance Status:** Successfully met*

**Note: These are ongoing, multi-year strategic priorities.*

During 2006-2007 the IRB made strides in achieving its initiatives under each strategic priority, as indicated in the table above. Productivity gains were experienced by both the Immigration Appeal program activity and the Admissibility Hearings and Detention Reviews program activity. Efforts continue to integrate common procedural, administrative and adjudicative activities across the organization, and the IRB completed the development of ICMS. However, the IRB also faced challenges in all three program activities, especially with respect to the appointments and reappointments of members and the attrition of senior managers.

Progress was also made in implementing a fully integrated management plan by ensuring risk management is a key part of planning and management activities, and in implementing an integrated learning and professional development program for all IRB personnel.

Operating Environment

Throughout 2006-2007 the IRB continued to carry out its mandate within a complex and ever-changing environment. As is always the case, both international and domestic factors can influence the Board's working environment and context. For example, conflicts and country conditions abroad may result in refugee movements, which in turn can affect the number of refugee protection claims made in Canada. The same is true of unanticipated shifts in international patterns of migration, which can affect the number of people seeking admission to Canada.

In terms of intake and workload among the three IRB divisions, this lack of predictability was a key aspect of the operating environment in which the IRB delivered its mandate during 2006-2007. The downward trend in the number of refugee claims seen in Canada over the previous four years began to shift and referrals of claims for refugee protection showed an increase. Driven by an increase in sponsorship appeals, the number of immigration appeal cases filed with the IRB also grew. In addition, the Immigration Division experienced an increase in the volume of admissibility hearings and detention reviews.

DECLINING CLAIMS FOR ASYLUM CONTINUE

Over the past three years the Western countries have, in general, experienced a significant and sustained decline in receiving claims for asylum. However, Canada and the United States have experienced an increase in refugee claimants: 16% more claims were referred to the IRB in the 2006 calendar year than in 2005. In terms of fiscal year 2006-2007, referrals were 12% above the 2005-2006 total and 6% above the projections in the *2006-2007 IRB Report on Plans and Priorities*.

Table 1.6: The IRB Performance Status

2006-2007 Strategic Priorities	($ millions)
Planned Spending: 116.8	**Actual Spending: 110.4**

STRATEGIC OUTCOME: Provide Canadians with well-reasoned, timely decisions on immigration and refugee matters, efficiently, fairly and in accordance with the law.

STRATEGIC PRIORITY 1
Integrate common procedural, administrative and adjudicative activities in all divisions to further promote quality, consistency and efficiency measures

Planned Spending: 67.7	**Actual Spending:** 76.9

Program Activity: Refugee Protection, Admissibility Hearings and Detention Reviews, Immigration Appeal, Corporate Management and Services

Results:
- *Development of common policy instruments and procedures, performance measures and adjudicative culture*
- *Provision of strategic communications advice and information that reflects changes to procedural, administrative and adjudicative activities*
- *Further development, maintenance and promotion of tools that support quality, consistency and efficiency in decision-making in the areas of ethics, communications, quality control and service delivery*

Type: Previously committed	**Performance Status:** Successfully met*

STRATEGIC PRIORITY 2
Continue to build an organizational culture that supports its people, and is flexible and innovative

Planned Spending: 1.4	**Actual Spending:** 1.3

Program Activity: Refugee Protection, Admissibility Hearings and Detention Reviews, Immigration Appeal, Corporate Management and Services

Results:
- *Continued implementation of a competency-based HR management strategy across the IRB, including the development of competency profiles for functional groups and tools to support their use*
- *Implementation of a policy on redeployment, enabling increased mobility between the divisions*

Type: Ongoing	**Performance Status:** Successfully met*

STRATEGIC PRIORITY 3
Improve case management processes through the successful implementation of ICMS

Planned Spending: 9.5	**Actual Spending:** 10.9

Program Activity: Refugee Protection, Corporate Management and Services

Results:
- *Successful implementation of a change management strategy with respect to the ICMS project that includes comprehensive communications and training plans*
- *Continued development and implementation of ICMS*
- *Maintenance of ICMS*

Type: Ongoing	**Performance Status:** Successfully met*

STRATEGIC PRIORITY 4
Implement a horizontal and fully integrated management plan that reflects the IRB's reality

Planned Spending: 18.2	**Actual Spending:** 21.3

Program Activity: Corporate Management and Services

Results:
- *Risk management continues to be part of planning and management activities, and appropriate legal risk management measures are developed*
- *Implementation of identified priorities of the People Management Strategy, including the implementation of an integrated learning and professional development program for all IRB personnel*
- *Implementation of a comprehensive security program that includes a Business Continuity Plan, and the implementation of the Management Information Technology action plan*
- *The IRB is well positioned to make significant progress in the area of Information Management*

Type: Ongoing	**Performance Status:** Successfully met*

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DECLINING CLAIMS FOR ASYLUM CONTINUE

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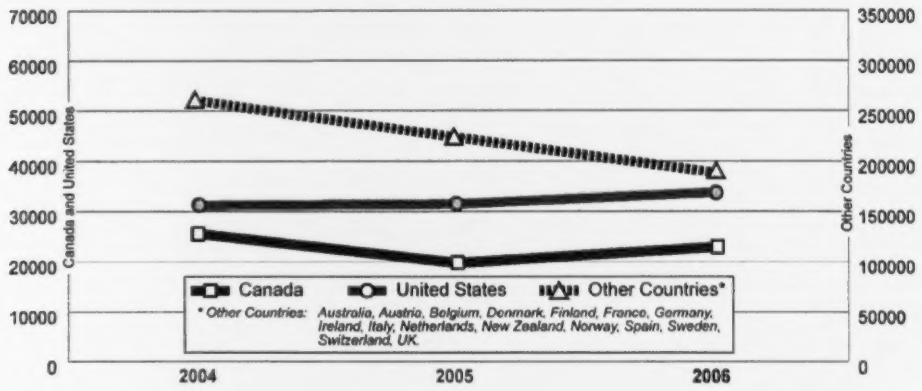
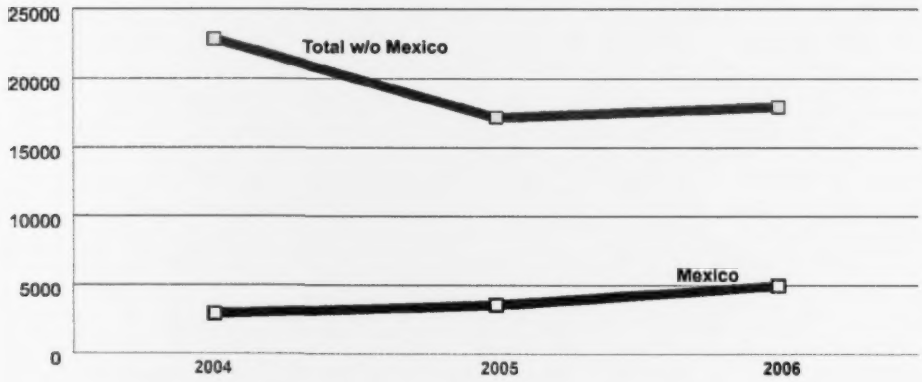
Figure 1.2: Refugee Claims for Western Countries (2004-2006)



Mexico was the top source country for refugee protection claims in Canada during 2006-2007, followed by China, Haiti and Colombia. However, the number of claims from Mexico far outpaced the other countries of origin: the number of claims from Mexico totalled more than the combined number of claims from the next three source countries.

Figure 1.3: Refugee Claims Filed (2004-2006)



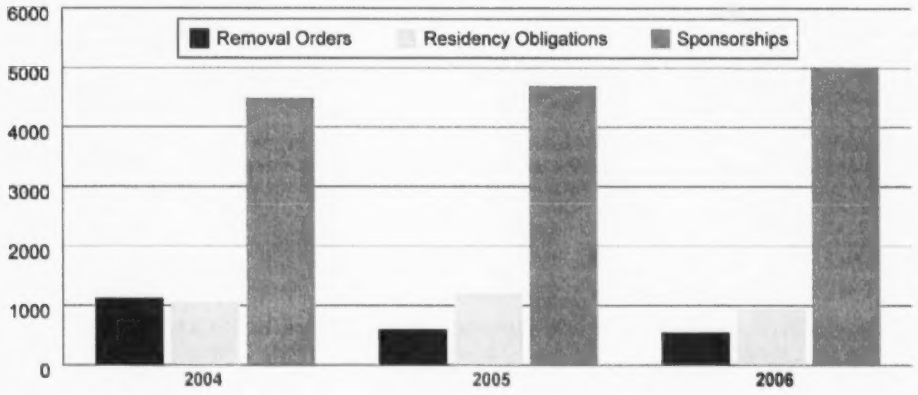
Since 2004-2005 the intake from Canada and the United States has increased steadily, driven mainly by the upsurge in Mexican claims, and contrary to the trend in other Western countries of destination.

INCREASED FAMILY SPONSORSHIP APPEALS

Continuing a trend seen in recent years, the number of immigration appeals filed remained high in 2006-2007, up by 5% from 2005-2006 levels and 5% more than

originally forecast in the *2006-2007 IRB Report on Plans and Priorities*. Family sponsorship appeals were solely responsible for the increase.

Figure 1.4: Immigration Appeals Filed (2004-2006)

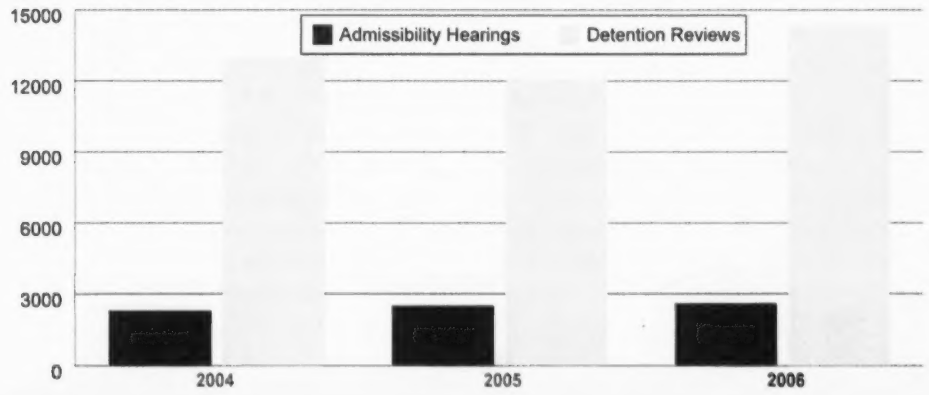


While the volume of residency obligation and removal order appeals decreased, family sponsorship appeals increased by 10% over the previous year. This can be attributed partially to the Government of Canada's commitment to family reunification and the associated efforts of CIC to process more family sponsorship applications, resulting in a greater number of appeals filed.

DETENTION REVIEWS AND ADMISSIBILITY HEARINGS

Work volumes in the ID increased in 2006-2007, with 15,300 detention reviews finalized (versus 12,300 in 2005-2006) and 2,700 admissibility hearings finalized (versus 2,300 in 2005-2006). Detention reviews continued to be conducted within the specific time frames set out in the IRPA.

Figure 1.5: Detention Reviews and Admissibility Hearings Finalized (2004-2006)



The number of immigration cases is dependent on the Canada Border Services Agency (CBSA). The growth in the number of detention reviews is attributable mainly to the practice implemented in 2006-2007 to record cases resolved before opening.

MODERNIZATION AND ACCOUNTABILITY

Public interest in the work of the IRB continues, along with a greater demand for accountability and transparency in government. Furthermore, the Government of Canada has made a strong commitment to accountability and brought into force the new *Federal Accountability Act* in December 2006. As noted in the Speech from the Throne on April 4, 2006, this Act will change the existing system of oversight and management by strengthening the rules and institutions that ensure transparency and accountability to Canadians. The IRB continues to respond to this demand by improving performance reporting, integrating best business practices and implementing innovative processes.

GOVERNMENT-WIDE INITIATIVES

Over the course of 2006-2007 the IRB implemented government-wide initiatives aimed at improving public sector management and strengthened its management practices in order to enhance the organization's overall performance. Initiatives included the implementation of the Government of Canada's *Management, Resources and Results Structure (MRRS) Policy*, the Management Accountability Framework (MAF) and HR modernization initiatives, and enhanced compliance with the *Government Security Policy*. These measures support the efforts of the IRB to build the requisite organizational capacity to sustain a high volume of decisions by ensuring that the necessary infrastructure and best management practices are in place.

PROTOCOL ADDRESSING MEMBER CONDUCT ISSUES

The IRB was the first federal administrative tribunal to institute a formal process for addressing complaints about the conduct of decision-makers appointed to the IRB by the Governor in Council. Instituted in 1999, the *Protocol Addressing Member Conduct Issues* recognizes that high standards of conduct are required of public officials such as IRB decision-makers, whose decisions profoundly affect people's lives.

In 2006-2007, 12 complaints were filed under the Protocol. Of these complaints, one was found not to fall within the scope of the protocol, eight were unfounded, two were founded in part and one remains active. No appeals were filed.

MERIT-BASED GIC MEMBER SELECTION PROCESS

Canadians expect high levels of competence and ethical conduct from those who hold public office. A merit-based approach to the appointment of public officials in government is an important way for federal institutions to demonstrate credibility.

Although candidates for appointment to the IRB had been screened through written tests and interviews for many years, in March 2004 the IRB implemented a comprehensive new merit-based selection process for IRB GIC appointees. In November 2006, the Minister of CIC commissioned the Public Appointments Commission Secretariat (PACS) to review and make recommendations for improvements to the merit-based GIC member selection process. The proposed changes will strengthen the competency focus of the IRB selection process while increasing transparency and fairness.

Following the Minister's acceptance of the recommendations of the PACS (Harrison) Report in late March 2007, the IRB began to implement a revised selection process. Under the revised process, the Chairperson of the IRB is fully accountable for the selection of qualified candidates to be recommended to the Minister.

The selection process will continue to be an independent, transparent and merit-based process that will ensure that only qualified candidates are considered for appointment. The qualifications of candidates will be measured against a high standard of competence to ensure that skills, abilities and personal suitability are the basis for the appointment. All current members have been and will continue to be appraised against the competency standards.

PORTFOLIO MANAGEMENT

The IRB, the CBSA and CIC continued to collaborate on operational and portfolio matters throughout 2006-2007, while respecting each other's distinct mandates and the independence of the IRB's adjudicative functions.

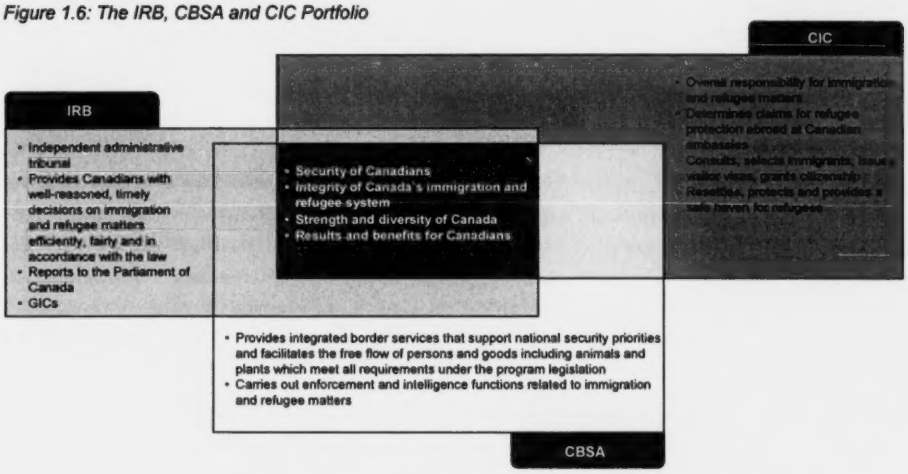
Areas of collaboration included, but were not limited to:

- Drafting a trilateral Memorandum of Understanding between CIC, the CBSA and the IRB which, when finalized, will clearly define the administrative relationship between the three organizations while underlining the institutional independence of the IRB and its decision-makers;

- Ongoing work on the Simplified Information Gathering pilot project. Begun in the IRB's Eastern Region, the objective of this pilot project is to simplify the information gathering process, avoid duplication and improve the quality of the information gathered by portfolio organizations during the initial stages of making a claim for refugee protection in Canada; and

- Ongoing work on IAD Innovation regarding the earlier receipt of the appeal records from CIC overseas and the participation of the Minister's counsel in early informal efforts to resolve immigration appeals.

Figure 1.6: The IRB, CBSA and CIC Portfolio


CIC
• Overall responsibility for immigration and refugee matters
• Determines claims for refugee protection abroad at Canadian embassies
Consults, selects immigrants, issues visitor visas, grants citizenship
Resettles, protects and provides a safe haven for refugees
IRB
• Independent administrative tribunal
• Provides Canadians with well-reasoned, timely decisions on immigration and refugee matters efficiently, fairly and in accordance with the law
• Reports to the Parliament of Canada
• GICs
• Security of Canadians
• Integrity of Canada's immigration and refugee system
• Strength and diversity of Canada
• Results and benefits for Canadians
• Provides integrated border services that support national security priorities and facilitates the free flow of persons and goods including animals and plants which meet all requirements under the program legislation
• Carries out enforcement and intelligence functions related to immigration and refugee matters
CBSA

PARTNERS AND AGENCIES

The IRB continued to work closely with central agencies, including the Privy Council Office on GIC appointments of IRB members and on regulatory initiatives, and the TBS on program management and accountability. The IRB also works with Public Works and Government Services Canada on procurement and accommodation issues and with the Public Service Commission, the Canada Public Service Agency and the Canada School of Public Service on HR management issues. In addition, the IRB contributed to the 2006 and 2007 conferences of the CCAT. These meetings provide an opportunity for all Canadian administrative tribunals to learn about and share best practices and new approaches to emerging issues.

STAKEHOLDERS

The IRB's Consultative Committee on Practices and Procedures (CCPP) encourages systematic contact between the IRB and non-governmental stakeholders at the national level. The Committee is composed of representatives from the Canadian Council for Refugees, the Canadian Bar Association, the Refugee Lawyers Association, *L'Association québécoise des avocats et des avocates en droit de l'immigration* and the UNHCR. The CCPP provides a forum for consultation, advice, information sharing and the discussion of issues of mutual concern regarding procedures and practices.

The IRB convened two full CCPP meetings in addition to holding issue-specific teleconferences. Stakeholders were consulted on IRB initiatives, and regional offices held local meetings with immigration consultants and lawyers, bar associations, refugee and refugee law associations and non-governmental organizations.

INTERNATIONAL CONTEXT

The IRB participated in various international events in 2006-2007, which enabled the Board to learn from its partners' best practices and to showcase IRB expertise. These included EXCOM, IGC, IARLJ and the European Union Network for Asylum Practitioners.

This year's highlights also include the delivery of information sessions on the IRB's activities to a number of foreign delegations, including government delegations from the United Kingdom, Mexico, the Netherlands and Russia. In addition, the IRB participated in bilateral information exchanges with counterparts in Argentina, Denmark, Sweden and the United States.

In response to a need identified by the UNHCR, the IRB also organized assignments to UNHCR field offices abroad in the context of the IRB/UNHCR International Assignment Program. This initiative was an opportunity for IRB employees to train UNHCR staff on refugee status determination issues. In 2006-2007 the IRB and the UNHCR organized four assignments in Ankara, Turkey; New Delhi, India; Moscow, Russia; and Nairobi, Kenya. The training delivered during these assignments focused on interview techniques, the assessment of credibility, inclusion/exclusion analysis, the drafting of interview notes, the drafting of refugee status determination assessment reports and the use of country-of-origin information.

LINK TO GOVERNMENT OF CANADA OUTCOME AREAS

Canada's federal organizations play an important role in contributing to the quality of life of Canadians. All government policies, outcomes, departmental mandates and programs are directed at fulfilling this role. The IRB makes important contributions to the Government of Canada's outcome areas, which are presented in the following diagram.

Table 1.7: IRB Program Activity Links to Government of Canada Outcome Areas

CONTRIBUTING TO THE QUALITY OF LIFE OF CANADIANS
IRB STRATEGIC OUTCOME Provide Canadians with well-reasoned, timely decisions on immigration and refugee matters, efficiently, fairly and in accordance with the law.
GOVERNMENT OF CANADA OUTCOME AREAS
International A Safe and Secure World through International Cooperation
▪ Through the work of the **Refugee Protection Program Activity**, Canada accepts those in need of protection. Canada provides a safe haven to persons with a well-founded fear of persecution, as well as to those who face a danger of torture or risk to their life or risk of cruel and unusual treatment or punishment.
Social Safe and Secure Communities
▪ Through the work of the **Admissibility Hearings and Detention Reviews Program Activity**, the IRB recognizes the consequences of the decisions it makes with respect to enhancing public safety and protecting Canadian citizens. It is with this sense of responsibility that the IRB maintains the balance between individual rights and the security of Canadians.
Social A Diverse Society that Promotes Linguistic Duality and Social Inclusion
▪ Through the sponsorship appeals work of the **Immigration Appeal Program Activity**, the IRB recognizes the contributions of immigrants to the strength and vitality of Canadian society and culture, as well as the Government of Canada's commitment to family reunification. Canada is a country enriched by the many different origins of its population.

SECTION 2

Analysis of Program Activities by Strategic Outcome

This section provides detailed performance information on the stated plans and expected results presented in the 2006-2007 IRB Report on Plans and Priorities. *The detailed information is based on the IRB's TBS-approved PAA and MRRS.*

In 2006-2007 the IRB refined the performance measurement framework associated with its PAA. The framework is supporting the IRB in its efforts to develop common tribunal performance standards and selected performance indicators, which are presented in this section for the IRB's strategic outcome as well as for the IRB's three decision-making program activities.

The 2006-2007 IRB Departmental Performance Report *marks the first time that the IRB uses the complete performance measurement framework to report on its outcomes. The IRB ensures it is focused on results, delivers value for money, is consistent with federal priorities, and continues to serve the purpose and mandate for which it was created.*

In 2007-2008 the IRB will update its PAA and corresponding performance management framework by rolling up the current sub-program and sub sub-program activities into its program activities. This will produce a streamlined and efficient MRRS/PAA for the IRB that will more fully comply with TBS requirements.

COMMON ELEMENTS

The *IRB Departmental Performance Report* and the *IRB Report on Plans and Priorities* are based on the plans and expected results presented in an annually developed IRB Integrated Business Plan. A key part of both reports is the identification of the plans and expected results of the initiatives that are common to all three decision-making program activities, which contribute primarily to the achievement of the IRB's first two strategic priorities. These plans and results are presented in the table below.

Performance Highlights and Results

KEY HIGHLIGHTS OF THE COMMON ACTIVITIES FOR 2006-2007 INCLUDE COMPLETION AND RELEASE OF MAJOR POLICIES AND/OR GUIDELINES, REPORTING OF KEY PERFORMANCE MEASURES, DEVELOPMENT OF COMPETENCY PROFILES FOR TRIBUNAL SUPPORT PERSONNEL, REDEPLOYMENT OF DECISION-MAKERS, INCLUDING CROSS-TRAINING, AND AN INTEGRATED INTERNATIONAL PROGRAM.

Table 2.1: Common Elements Plans and Results

Common Elements: Plans and Results for 2006-2007	
STRATEGIC OUTCOME: Provide Canadians with well-reasoned, timely decisions on immigration and refugee matters, efficiently, fairly and in accordance with the law.	
STRATEGIC PRIORITY: Integrate common procedural, administrative and adjudicative activities in all divisions to further promote quality, consistency and efficiency measures	
Plans	**Results**
Policy Instruments and Procedures	
Develop policies and procedures on dealing with Vulnerable Persons	▪ Guideline 8 and the accompanying procedures were completed and implemented ▪ Training on Guideline 8 was delivered to all decision-makers and implicated staff in each of the IRB's three divisions, ensuring a consistent understanding of the instrument
Develop a standardized approach to how the IRB deals with cases involving non-disclosure of information (Section 86 cases)	▪ The Policy on the Treatment of Applications for Non-Disclosure of Information was released; it outlines the principles governing the treatment of applications for non-disclosure of information further to Section 86 of the IRPA
Develop an IRB detention/security framework and implement selected elements across the divisions	▪ Work on the IRB Detention Framework was deferred to 2007-2008 because of competing policy priorities
Initiate the development of a common/shared policy on the use of videoconferencing	▪ Work on an integrated videoconferencing policy was deferred to 2007-2008 because of competing policy priorities
Performance Measures	
Initiate a standardized approach to present IRB performance indicators, including meaningful cross-divisional indicators, both quantitative and qualitative	▪ A common look and feel approach to the standardized reports for the ID and the IAD was developed and implemented by Standards, Analysis and Monitoring; work remained ongoing on the RPD reports

Strategic Priority Continue to build an organizational culture that supports its people, and is flexible and innovative	
Plans	**Results**
Adjudicative Culture	
Develop and implement IRB common guidelines and procedures on how to interface and deal with counsel conduct	▪ Work is in progress on a Policy for Handling IRB Complaints Regarding Unauthorized, Paid Representatives
Continue to implement a competency-based HR management strategy across the IRB, including developing competency profiles for functional groups and tools to support their use	▪ A competency-based HR management strategy is in place and new profiles have been developed: four new competency profiles were created for the Tribunal Officer, Senior Manager, Middle Manager and Supervisor roles ▪ Management is equipped with the tools needed to use the competency-based profiles ▪ A competency evaluation tool for the Tribunal Officer role was created
Implement a policy on redeployment between the RPD and the IAD allowing increased mobility between divisions	▪ Increased mobility between divisions and flexibility in workload planning was realized ▪ Operational demand and expertise continued to drive redeployments ▪ Spikes in workflow were mitigated by the movement of decision-makers between divisions (IAD/RPD) and the extension of the mandates of 10-year members on a case-by-case basis
Introduce cross-training between divisions and joint training and professional development where appropriate	▪ Joint training for the IRB divisions is in place ▪ Implementation of the Western Region Integration Initiative, which will enable IAD and RPD members to hold hearings in both divisions
Provide strategic communications advice and information that reflect changes to procedural, administrative and adjudicative activities	▪ Provided effective and timely communications advice and information to foster greater understanding of changes within the IRB ▪ The IRB participated in and/or organized 25 key outreach activities ▪ Greater and more timely information sharing made possible through the effective use of the IRB intranet; steady increase in the use of the site, with new publishers in every branch and division trained
International	
Within the International Program, divisions and Operations, define respective international priorities	▪ Resources were allocated to 29 strategically significant international engagements which brought tangible benefit for the IRB ▪ Each international event in which the IRB took part was an opportunity to learn from partners' best practices and/or showcase IRB expertise as a leading-edge administrative tribunal. Notably, Guideline 8, issued in December 2006, generated much interest among the IRB's international partners
Coordinate international conference participation	▪ The IRB maintained its participation in international activities by monitoring developments and trends in the fields of immigration and refugee protection, holding regular exchanges with its international partners and securing appropriate representation at international events ▪ The IRB improved the horizontal coordination of its international engagement by establishing an International Liaison Section in 2006-2007 and adopting well-defined objectives, guidelines and annual directions on international event participation

The IRB Integrated Business Plan also identifies the plans, expected results and operations that are distinct to each program activity and that contribute to achieving the IRB's strategic priorities for 2006-2007. These are highlighted in the following detailed analyses of the IRB's three decision-making program activities. The detailed analysis for the Corporate Management and Services program activity is presented in Section 4.

REFUGEE PROTECTION PROGRAM ACTIVITY

The Refugee Protection Division is respected internationally for having one of the finest refugee determination systems in the world. Over the past year, we implemented important and innovative improvements to foster consistency and quality in procedures and decision-making.

Ken Sandhu
Deputy Chairperson

The Refugee Protection Division delivers the IRB's Refugee Protection program activity and plays a pivotal role in enabling the Board to achieve its strategic priorities and strategic outcome. A major share of IRB resources is committed to this program activity, which is focused on rendering quality decisions in a consistent, timely manner on refugee protection claims made in Canada.

Performance Measurements and Indicators

Table 2.2: Refugee Protection Program Activity Total Financial and Human Resources

Financial Resources ($ millions)		
Planned Spending	**Total Authorities**	**Actual Spending**
86.4	86.3	81.4

Human Resources (FTEs)		
Planned	**Actual**	**Difference**
825	706	(119)

Performance Highlights and Results

IN ITS ONGOING QUEST FOR QUALITY AND CONSISTENCY IN DECISION-MAKING, THE RPD FOCUSED ON TRAINING ITS MEMBERS ON COUNTRY CONDITIONS AND LEGAL ISSUES PREVAILING IN ITS TOP PRODUCING COUNTRIES WHILE STRENGTHENING ITS STREAMLINING DIRECTIONS TO BETTER RESPOND TO CHANGING CLAIM TYPE TRENDS. THROUGHOUT 2006-2007, THE RPD CONTINUED TO RENDER WELL-REASONED DECISIONS ON REFUGEE MATTERS DESPITE THE LOSS OF A VERY LARGE NUMBER OF EXPERIENCED MEMBERS.

Table 2.3: Refugee Protection Program Activity Plans and Results

STRATEGIC OUTCOME: Provide Canadians with well-reasoned, timely decisions on immigration and refugee matters, efficiently, fairly and in accordance with the law.

STRATEGIC PRIORITY Integrate common procedural, administrative and adjudicative activities in all divisions to further promote quality, consistency and efficiency measures	
Plans	**Results**
Distinct Elements and Tribunal Values	
Further monitor the RPD Action Plan in order to ensure implementation	▪ A National Streamlining Conference was held after which new streaming directions were issued ▪ Quality Issue Sessions were held on Mexico and Sri Lanka in which determinative issues for those two countries were reviewed on a national basis
Pursue measures to further streamline RPD processes	▪ Launched two innovative pilot projects on: - Simplified Information Gathering - Language Analysis
Further reduce pending inventory, processing times and cost by claim by monitoring and expanding the Fast Track Initiative, by reducing adjournments and postponements and through more sophisticated streamlining	▪ Adjustments to streamlining directions were put into effect to respond to changing claim type trends ▪ Capacity to reduce inventory was compromised by the decline in the number of members available
Continue to implement and monitor the strategic approach to quality decision-making through quality issue sessions, discussion groups, additional National Documentation Packages (NDPs), Jurisprudential Guides and Persuasive Decisions, as needed, and Guideline 8	▪ NDPs for the RPD's top 20 source countries were maintained; most of the NDP content on the remaining countries in the Division's inventory (approx. 162 countries) was determined; 34 additional NDPs were published by year end; publication for the remaining 128 packages was underway by year end, to be concluded in early 2007-2008 ▪ Chairperson's Guideline 8 was issued ▪ Two Quality Issue Sessions were held ▪ Discussion Groups were held on country conditions in Iran and Bangladesh
Facilitate the process for making appointments and reappointments in a timely way	▪ The RPD worked with the IRB GIC Secretariat to review and assess the member complement needs; the member shortfall remained significant with only 75 actual members at year end, while initial 2006-2007 forecasts were based on a 119-member complement for the RPD
Develop and deliver training on various topics including state protection, delivery of reasons, exclusion and Guideline 8	▪ Decision-makers equipped with the knowledge and skills to deliver effective and sound decisions, to apply the concepts of state protection to their decision-making, and to enhance their sensitivities towards vulnerable persons appearing before them; legal challenges on these bases were minimized
Review and deliver new member training and deliver focused training for experienced members in all areas identified by the RPD	▪ New decision-makers equipped with the knowledge and skills to perform duties; experienced members equipped with the knowledge and skills in all areas identified by the RPD
STRATEGIC PRIORITY **Improve case management processes through the successful implementation of ICMS**	
Plans	**Results**
ICMS Operations	
Development and implementation of Release 4	▪ ICMS Stage 1 (Release 4.0) was implemented on April 2, 2007 ▪ A change management workshop was given to ICMS trainers, members, coordinators and regional managers ▪ The Operations Branch acquired the capacity to support ICMS and the IRB user community
Delivery of required training and simulation exercise	▪ Training of all end users, including key members of the RPD decision-maker community, was delivered in time for and after implementation ▪ Simulation work complemented training exercises
Post-implementation evaluation focusing on "lessons learned" carried out	▪ Carried over to 2007-2008

Quality Decisions

The 2006-2007 performance indicators for the Refugee Protection program activity are presented in the following table.

Table 2.4: Refugee Protection Program Activity Performance Indicators

Results	Indicators	Target	Actual Value
Decisions are rendered in accordance with the law	Number and nature of complaints made and determined to be founded or founded in part	Stability or downward trend as % of total decisions rendered	7 filed and 0 founded
	Number of leaves to seek judicial review granted by the court	<1% of total decisions rendered	<1%
Fair and quality decisions	Competency of decision-makers	Competency of all new members assessed	All new members assessed
	Consistency variance rate at the IRB by types of cases in top countries	<30% variance rate	<30%
	Consistency variance rate by country for each IRB region	<30% variance rate	<30%

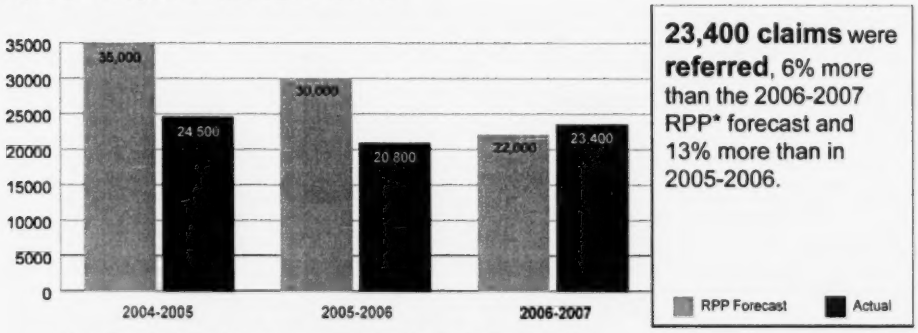
Key Outputs

The outputs for the Refugee Protection program activity are as follows:

- Claims referred
- Claims finalized
- Claims waiting
- Average processing time
- Average cost per claim finalized

CLAIMS REFERRED

Figure 2.1: Refugee Protection Claims Referred



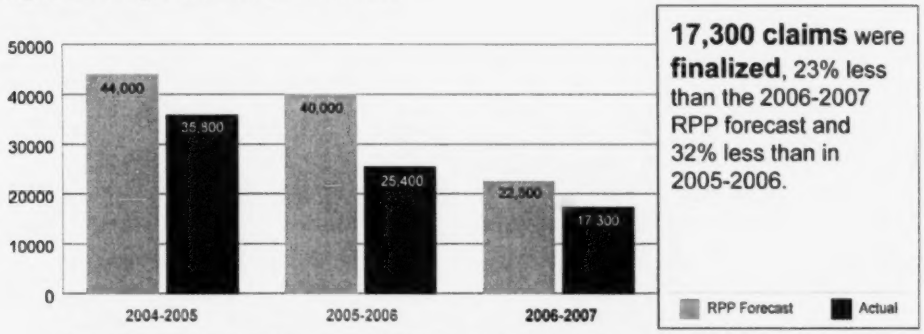
Note: The numbers have been rounded off to the nearest hundred.

*"2006-2007 RPP" refers to the *2006-2007 IRB Report on Plans and Priorities.*

Mexico was the top source country in 2006-2007 with 5,490 claims referred; China was second, far behind Mexico, with 1,700 claims; and Colombia was third with 1,450 claims. Mexico accounted for 23% of all claims referred in 2006-2007, 43% above the number of claims referred in 2005-2006; this source country is the principal reason for the overall increase in referrals.

CLAIMS FINALIZED

Figure 2.2: Refugee Protection Claims Finalized

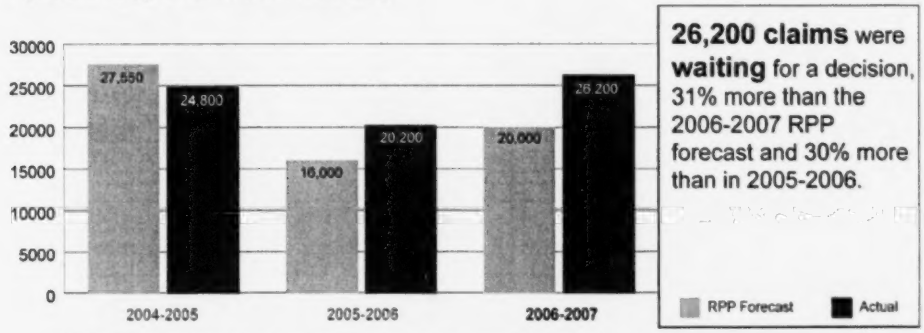


Note: The numbers have been rounded off to the nearest hundred.

The shortfall in finalizations is attributed to the fact that fewer decision-makers were appointed and reappointed than originally anticipated.

CLAIMS WAITING

Figure 2.3: Refugee Protection Claims Waiting



Note: The numbers have been rounded off to the nearest hundred.

The shortfall in finalizations and associated growth in the RPD's pending inventory is attributed to the lower number of decision-makers than originally anticipated. Sixty-six percent of claims waiting were nine months old or less by year end.

AVERAGE PROCESSING TIME

The average processing time was 11.9 months, down slightly from 12.1 months in 2005-2006 and 13.6 months in 2004-2005, but more than the forecast of 11.0 months in the *2006-2007 IRB Report on Plans and Priorities*. The higher than expected average processing time was due primarily to the lower number of decision-makers than originally anticipated.

AVERAGE COST PER CLAIM FINALIZED

The average cost per claim for 2006-2007 was $4,117 compared with $3,175 in 2005-2006. Unit costs per claim ranged from $1,600 for an expedited case to $5,700 for complex cases.

The increase in the average cost per claim is attributable to several factors including a higher share of fixed costs per unit caused by a drop in the overall IRB volume, transition costs associated with adjusting staffing levels in line with reduced business volumes, increased salary costs as a result of collective agreements and a slightly larger share of claims finalized with written decisions.

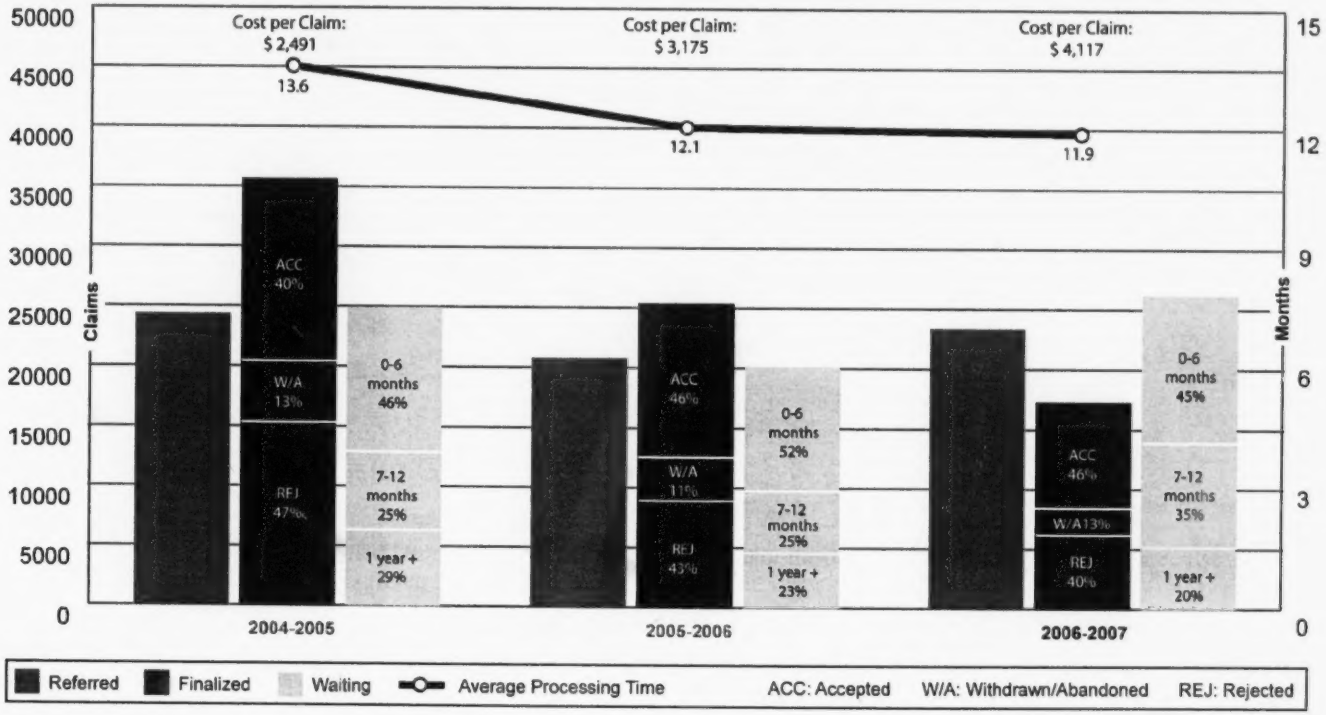
The actual cost per claim is higher than the forecasted average cost of $3,500 as reported in the *2006-2007 IRB Report on Plans and Priorities* because of the factors noted above. The forecasted average cost of $3,500 was based on 22,500 projected claim finalizations while actual claims finalized were 17,300.

The cost per claim includes the decision-making costs and the costs of related activities such as case preparation, research, scheduling of hearings, legal services, foreign-language interpretation, technological support, translation services and administrative support, but it excludes extraordinary costs such as the ICMS project development costs. It also includes a share of the costs from the Corporate Management and Services program activity, which is allocated to the three decision-making program activities, based on expenditure trends.

Refugee Protection - Master Graph

The following graph provides detailed information and offers a comparison of the main activities during the past three fiscal years. It shows Refugee Protection Claims Referred, Finalized, Waiting, Average Processing Time and Cost per Claim.

Figure 2.4: Refugee Protection Master Graph



ADMISSIBILITY HEARINGS AND DETENTION REVIEWS PROGRAM ACTIVITY

2006-2007 was a year of transition for the Immigration Division. Measures were put in place to maintain both the quality of decisions and efficiency in our work in readiness for the departure of a number of long-serving, experienced members and the arrival of new members to replace them.

Ghislaine Charlebois
Director General

The Immigration Division, whose members are public servants, delivers the IRB's Admissibility Hearings and Detention Reviews program activity. Admissibility hearings are held for foreign nationals or permanent residents who are alleged to be inadmissible to Canada pursuant to the provisions of the IRPA. Detention reviews are held concerning permanent residents and foreign nationals who are detained under the IRPA authority. Detainees must be seen by the Division within 48 hours and subsequent reviews must be conducted within specific timeframes set out in the IRPA. Decision-makers must balance the rights of individuals to liberty with the security interests of Canadians and persons in Canada. The number of admissibility hearings and detention reviews conducted by the IRB depends on the number of cases referred to it by the CBSA and CIC.

Performance Measurements and Indicators

Table 2.5: Admissibility Hearings and Detention Reviews Program Activity Financial and Human Resources

Financial Resources ($ millions)		
Planned Spending	**Total Authorities**	**Actual Spending**
15.2	15.5	12.2

Human Resources (FTEs)		
Planned	**Actual**	**Difference**
90	92	2

Performance Highlights and Results

OVER THE COURSE OF 2006-2007 THE ADMISSIBILITY HEARINGS AND DETENTION REVIEWS PROGRAM ACTIVITY COPED WITH AN INCREASE IN REFERRALS FOR BOTH ADMISSIBILITY HEARINGS AND DETENTION REVIEWS. THE MEMBERS OF THE DIVISION CONCLUDED 17% MORE ADMISSIBILITY HEARINGS AND 24% MORE DETENTION REVIEWS THAN IN 2005-2006.

Table 2.6: Admissibility Hearings and Detention Reviews Program Activity Plans and Results

STRATEGIC OUTCOME: Provide Canadians with well-reasoned, timely decisions on immigration and refugee matters, efficiently, fairly and in accordance with the law.

STRATEGIC PRIORITY Integrate common procedural, administrative and adjudicative activities in all divisions to further promote quality, consistency and efficiency measures	
Plans	**Results**
Distinct Elements and Tribunal Values	
Develop harmonized and informal processes to help meet the legislative timeframes and operational requirements to achieve finalization of all cases referred by the CBSA and CIC	• Progress achieved in case management efficiency and consistency at the regional level; at the national level, key elements were identified for improvement with respect to standardizing processes and adopting a cross-regional consistency approach
Building on the best business practices of the IRB, introduce and implement in the ID innovative approaches to its processes	• In preparation for the implementation of innovative processes to improve efficiency and productivity, a thorough study was conducted on the use of videoconferencing within the ID; it constitutes a solid background document for the development of a Board-wide policy on the use of this technology
Further develop, maintain and promote tools that will support quality, consistency and efficiency in decision-making in the areas of ethics, communications, quality control and service delivery	• Cases were dealt with more simply, quickly and efficiently in accordance with legislative requirements: - Close to 100% of all finalizations meet the legal time frame for conducting detention reviews - More streamlined process for admissibility hearings; completed preparatory work to deal with simple cases through a simplified paper hearing process; a pilot was launched on April 1, 2007 - Increased sharing of best practices among regions and decision-makers through a brainstorming exercise, the members' forum and national training sessions - Completed the development of a pilot for the simplified paper hearing process • Increased visibility of the ID through participation in internal, national and international conferences, which helps promote the ID's best practices and supports the professional development of its members
Continue to monitor retirements in order to identify staffing requirements	• Achieved more flexibility in assigning cases to members • Hired five new members to replace members who were retiring; this recruitment is part of the ID's efforts to integrate new decision-makers over the next two years, resulting in seamless succession, fully qualified members and an associated knowledge base available on a continuous basis
Deliver focused and quality training on an ongoing basis in order to meet ID members' specific training needs and address emerging issues (including terrorism, organized crime, etc.)	• Focused training was developed and delivered on terrorism and organized crime • Better identification of emerging issues in order to improve the planning of impacts on operations and the development of a more focused training plan
Continue to implement learning culture and develop training tools	• Expertise maintained on key recurrent and thematic issues as demonstrated by the continued coverage and depth of knowledge within the ID (no knowledge gaps across the ID); training opportunities included national training sessions, member participation in the Immigration Division Professional Development Committee and in professional development conferences

Quality Decisions

The 2006-2007 performance indicators for the Admissibility Hearings and Detention Reviews program activity are presented in the following table.

Table 2.7: Admissibility Hearings and Detention Reviews Program Activity Performance Indicators

Results	Indicators	Target	Actual Value
Decisions are rendered in accordance with the law	Extent to which independent internal reviewers determine that decisions made are in accordance with related legislation and jurisprudence	Develop and pilot	Not available
	Number of leaves for judicial review granted	<1% of total decisions rendered	<1%
Fair and quality decisions	Extent to which independent internal reviewers report that decisions are coherent	Develop and pilot	Not available
	Competency of decision-makers	Competency of all new members assessed upon appointment; yearly thereafter	100% of new hires meet minimum requirements and benchmarks established (five new members)

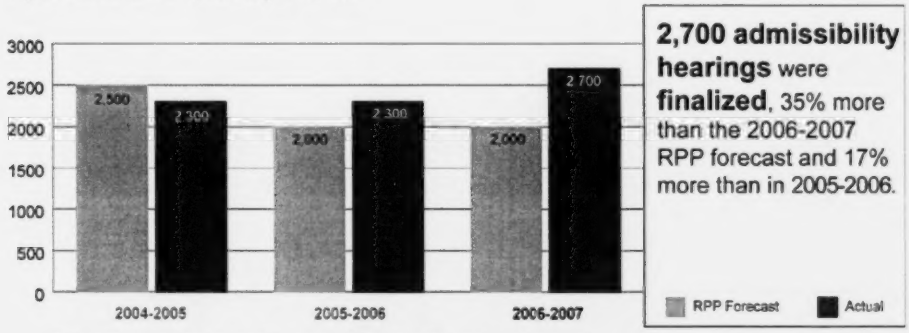
Key Outputs

The outputs for the Admissibility Hearings and Detention Reviews program activity are as follows:

- Admissibility hearings finalized
- Detention reviews finalized
- Average cost per admissibility hearing finalized
- Average cost per detention review finalized

ADMISSIBILITY HEARINGS FINALIZED

Figure 2.5: Admissibility Hearings Finalized



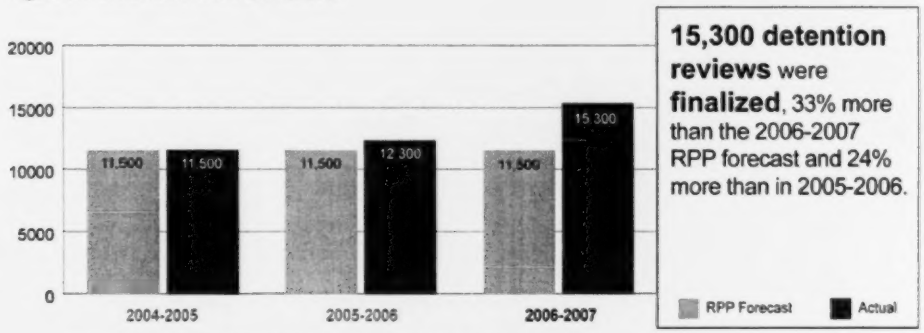
Note: The numbers have been rounded off to the nearest hundred.

Outcome of decisions

- 71% resulted in a removal order being issued because the person was determined inadmissible
- 2% resulted in permission to enter or to remain in Canada
- 7% were subject to the withdrawal of the inadmissibility allegation by the CBSA at the hearing
- 20% of persons who received a notice to appear at their hearing failed to appear and the case was closed

DETENTION REVIEWS FINALIZED

Figure 2.6: Detention Reviews Finalized



Note: The numbers have been rounded off to the nearest hundred.

The 33% variance between the *2006-2007 IRB Report on Plans and Priorities* forecast and the actual number of detention reviews that were finalized is attributable mainly to changes in the case management process. These changes resulted in the inclusion of cases resolved without a decision in the total number of actual detention review finalizations.

3,634 detention reviews were finalized without a decision because the case was rescheduled or the person had been removed, released or detained by the courts prior to a scheduled review. 11,626 detention reviews were finalized with a decision.

Outcome of detention reviews finalized with a decision

- 74% resulted in continued detention
- 18% resulted in an order for release on terms and conditions subject to bond*
- 5% resulted in an order for release on terms and conditions not subject to bond*
- 3% resulted in other decisions (e.g., change in conditions)

* Note: In 2006-2007 the ID began reporting on two types of orders for release on terms and conditions.

AVERAGE COST PER ADMISSIBILITY HEARING AND DETENTION REVIEW FINALIZED

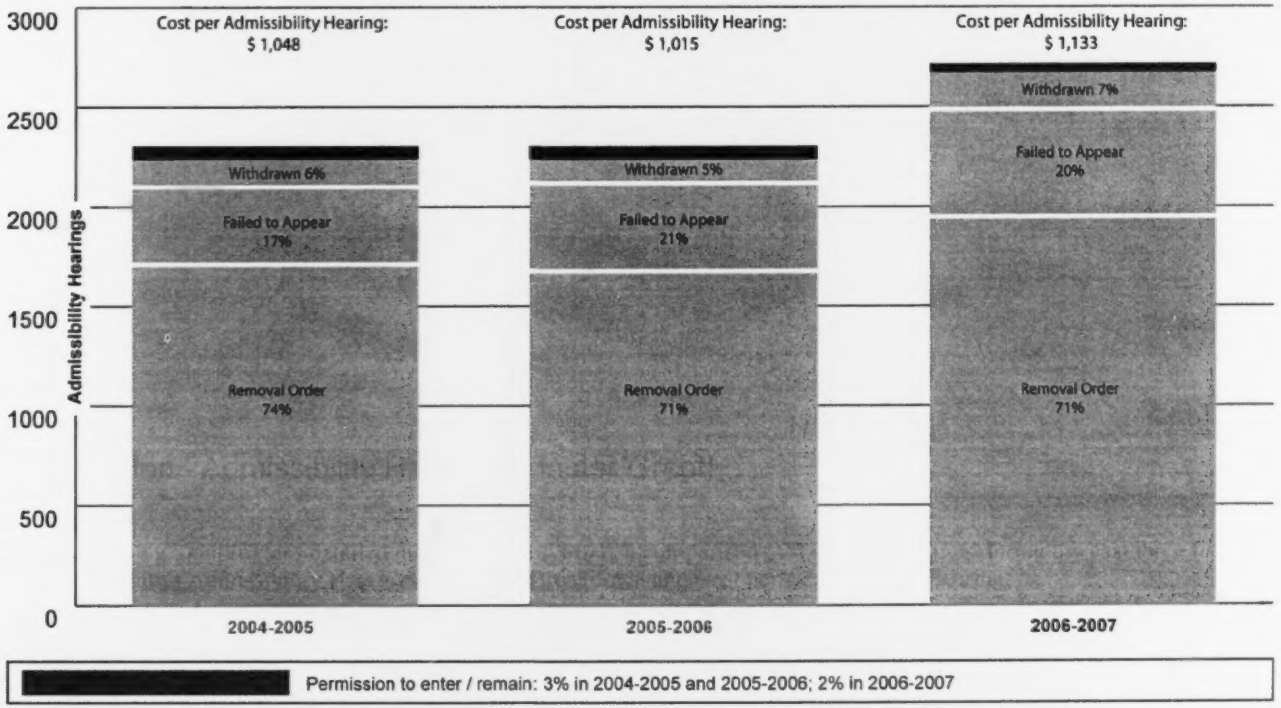
The average cost per admissibility hearing finalized was $1,133 and the average cost per detention review finalized was $751. These costs are slightly higher than the 2005-2006 average costs of $1,015 for an admissibility hearing and $710 for a detention review. The increase in average costs is mainly attributable to higher salary costs and a higher share of fixed costs per unit caused by a drop in the overall IRB volume. In the *2006-2007 IRB Report on Plans and Priorities*, the forecasted cost per admissibility hearing was $1,100 and $800 per detention review.

The cost per admissibility hearing and detention review includes the decision-making costs and the costs of related activities such as case preparation, scheduling of hearings, legal services, foreign-language interpretation, technological support, translation services, transcribing services and administrative support. It also includes a share of the costs from the Corporate Management and Services program activity, which is allocated to the three decision-making program activities, based on expenditure trends.

Immigration - Admissibility Hearings Master Graph

The following graph provides detailed information and offers a comparison of the main activities during the past three fiscal years. This graph shows Admissibility Hearings Finalized, Breakdown and Cost per Admissibility Hearing.

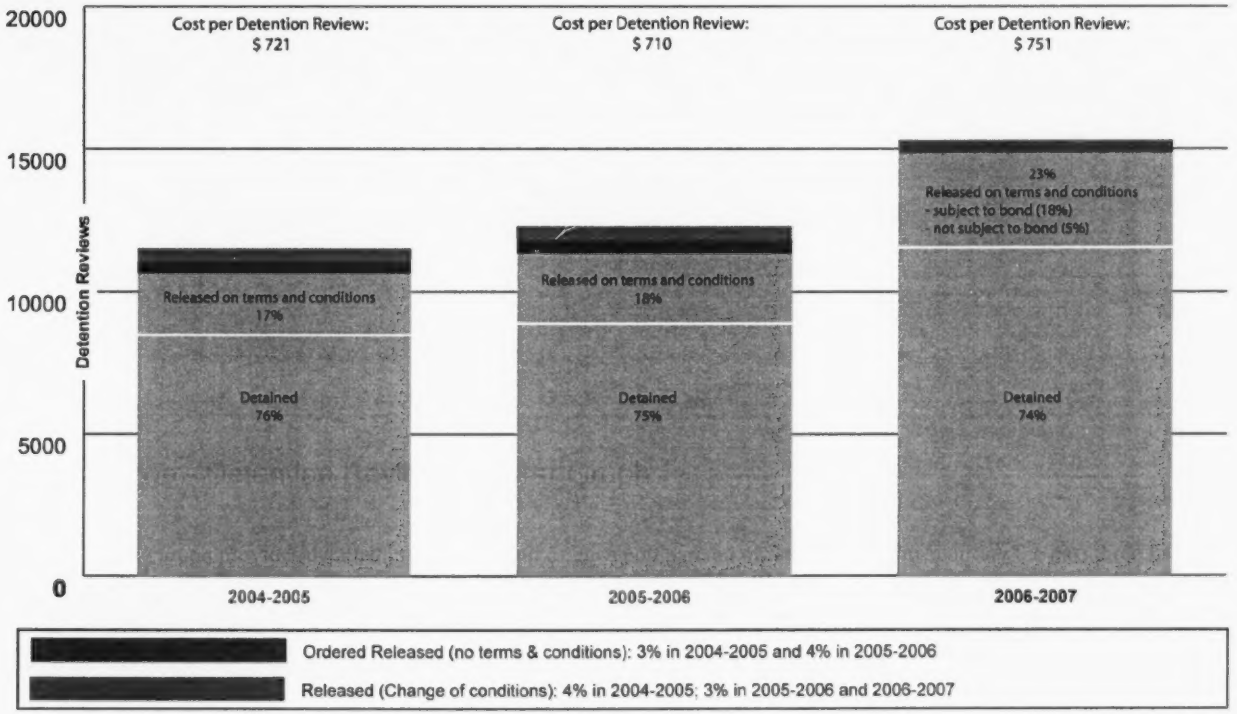
Figure 2.7: Admissibility Hearings Master Graph



Immigration - Detention Reviews Master Graph

The following graph provides detailed information and offers a comparison of the main activities during the past three fiscal years. This graph shows the Detention Reviews Finalized, Breakdown and Cost per Detention Review.

Figure 2.8: Detention Review Master Graph


20000
15000
10000
5000
0
Detention Reviews
Cost per Detention Review: $ 721
Cost per Detention Review: $ 710
Cost per Detention Review: $ 751
Released on terms and conditions 17%
Detained 76%
Released on terms and conditions 18%
Detained 75%
23% Released on terms and conditions - subject to bond (18%) - not subject to bond (5%)
Detained 74%
2004-2005
2005-2006
2006-2007
Ordered Released (no terms & conditions): 3% in 2004-2005 and 4% in 2005-2006
Released (Change of conditions): 4% in 2004-2005; 3% in 2005-2006 and 2006-2007

IMMIGRATION APPEAL PROGRAM ACTIVITY

The Immigration Appeal Division achieved record-high productivity in 2006-2007 thanks to the efforts of our members and public service employees. The ongoing implementation of IAD Innovation initiatives ensures that we can continue to deliver a high quality of justice simply, quickly and fairly.

Shari Stein
Deputy Chairperson

The Immigration Appeal Division delivers the IRB's Immigration Appeal program activity. It hears immigration appeals from Canadian citizens and permanent residents whose applications to sponsor close family members to Canada have been refused. Other key functions include hearing appeals from permanent residents, foreign nationals with a permanent resident visa, protected persons who have been ordered removed from Canada and permanent residents outside of Canada who have not fulfilled their residency obligation.

Performance Measurements and Indicators

Table 2.8: Immigration Appeal Program Activity Financial and Human Resources

Financial Resources ($ millions)		
Planned Spending	**Total Authorities**	**Actual Spending**
15.2	17.5	16.8

Human Resources (FTEs)		
Planned	**Actual**	**Difference**
135	144	9

Performance Highlights and Results

2006-2007 WAS A YEAR OF TRANSFORMATION FOR THE IAD. IMPROVEMENTS IN CASE MANAGEMENT AND ADJUDICATIVE SUPPORT WERE ACHIEVED THROUGH THE CONTINUED IMPLEMENTATION OF THE IAD INNOVATION INITIATIVE, WHICH INCLUDED EXPANDED STREAMING OF APPEALS INTO THE APPROPRIATE CASE PROCESSES AND THE TRANSITION OF THE ALTERNATIVE DISPUTE RESOLUTION PROGRAM TO TRIBUNAL OFFICERS WHO ARE PUBLIC SERVICE EMPLOYEES. THESE CHANGES INCREASED THE CAPACITY OF IAD MEMBERS TO FOCUS ON HEARING AND DECIDING MORE APPEALS. AS A RESULT, THE DIVISION ACHIEVED A RECORD-HIGH NUMBER OF APPEAL FINALIZATIONS DESPITE A SHORTFALL IN MEMBERS.

Table 2.9: Immigration Appeal Program Activity Plans and Results

STRATEGIC OUTCOME: Provide Canadians with well-reasoned, timely decisions on immigration and refugee matters, efficiently, fairly and in accordance with the law.

STRATEGIC PRIORITY Integrate common procedural, administrative and adjudicative activities in all divisions to further promote quality, consistency and efficiency measures	
Plans	**Results**
Distinct Elements and Tribunal Values	
Ensure the implementation of major transformation through IAD Innovation; this initiative is ongoing and is expected to lead to significant changes to IAD's case processes and hearings	▪ Public service employee teams and appropriate tools put in place to provide support to the IAD through streaming, early resolution and hearing readiness efforts ▪ Public service employees assumed responsibility for the Alternative Dispute Resolution (ADR) program, allowing members to focus on those appeals that must proceed to a hearing to be resolved ▪ Liaison with CIC and the CBSA remained ongoing regarding the earlier receipt of the appeal record from CIC overseas and the participation of the Minister's counsel in early informal resolution
Review ADR practices and procedures and case selection	▪ New ADR case selection criteria were developed at the same time as the comprehensive streaming criteria for the IAD's caseload ▪ The IAD met its ADR target of 50% for national resolutions
Expand and improve early review process	▪ The IAD's Early Review process was expanded as part of the IAD's new Early Informal Resolution initiative
Facilitate the process for making appointments and reappointments in a timely way	▪ The IAD worked with the IRB GIC Secretariat to review and assess the member complement needs; the member shortfall remained significant with only 26 members at year end, while initial 2006-2007 forecasts were based on a 37-member complement for the IAD
Develop innovative approach to obtain more information from both parties earlier to support earlier screening, streaming and resolution	▪ A series of tools was developed and implemented to support the earlier gathering of information and early informal resolution (EIR), including a comprehensive streaming criteria document and an expanded series of EIR letters ▪ Work remains ongoing on an EIR policy that will provide Tribunal Officers with guidance on EIR
Ensure that members take more proactive control of the hearing process	▪ Training of members in conducting proactive hearings started in December 2006 with the IAD National Training Session; this work remained ongoing at year end
Analyze nature and scope of adjournments and postponements and develop action plans to reduce the postponement/adjournment rate	▪ Adjournment and postponement rates decreased only in some regions (particularly the Western Region), but remained high in the Central Region because of a lack of members
Review ADR in-house training	▪ Work began to define an in-house ADR training curriculum for public service employee Dispute Resolution Officers; three training sessions were held
Develop customized training plan for new members (if necessary)	▪ Comprehensive new member training was delivered twice, with the curriculum adapted to reflect new integrated approach; plans were made for training RPD members in IAD matters as part of the Western Region Integration Initiative

Quality Decisions

The 2006-2007 performance indicators for the Immigration Appeal program activity are presented in the following table.

Table 2.10: Immigration Appeal Program Activity Performance Indicators

Results	Indicators	Target	Actual Value
Decisions are rendered in accordance with the law	Extent to which independent internal reviewers determine that decisions made are in accordance with related legislation and jurisprudence	Decline in number of decisions that raise legal concerns	Unknown
	Number of leaves for judicial review granted by the Federal Court; and number of IAD decisions overturned	<1%	<1%
Fair and quality decisions	Extent to which internal independent reviewers determine that decisions and reasons meet quality standards (well-reasoned, well-written and understandable)	Decline in number of decisions and reasons that fail to meet quality standards	Unknown (quality standards not yet established)
	Competency levels and appraisals of decision-makers	All members are assessed as competent; increase in performance appraisal ratings	Unknown
	Extent to which external feedback indicates the processes are fair, accessible, transparent and efficient	Increase in positive external feedback	Unknown

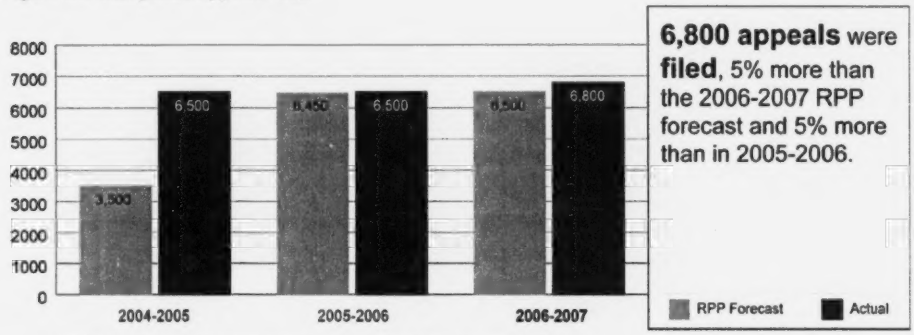
Key Outputs

The outputs for the Immigration Appeal program activity are as follows:

- Appeals filed
- Appeals finalized
- Appeals waiting
- Average processing time
- Average cost per appeal finalized

APPEALS FILED

Figure 2.9: Immigration Appeals Filed

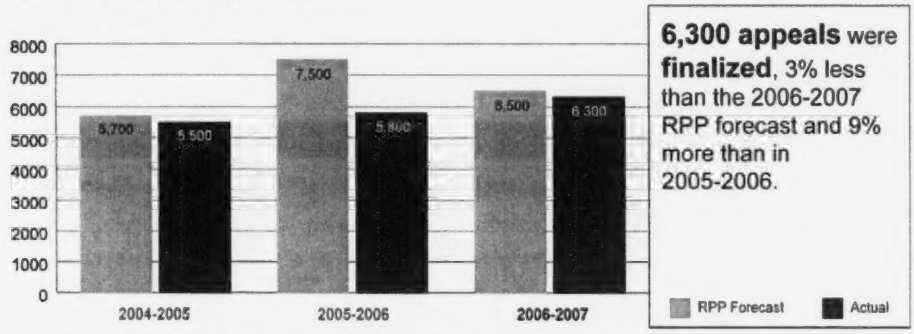


Note: The numbers have been rounded off to the nearest hundred.

The number of filed appeals remained high because of an increase in sponsorship appeals, which comprise an increasing proportion of the IAD caseload.

APPEALS FINALIZED

Figure 2.10: Immigration Appeals Finalized



Note: The numbers have been rounded off to the nearest hundred.

The 6,300 appeals finalized in 2006-2007 is the highest number of immigration appeals finalized in a given year in the history of the IAD. Contributing to this increased level of performance was the continued high productivity of members and the transition of the ADR program to the public service. The latter activity, which saw public service employee Dispute Resolution Officers in place in most regions by the final quarter of the year, enabled available members to focus solely on deciding those appeals that must proceed to a hearing for resolution.

The increased and successful use of the ADR program (20% more appeals were resolved through ADR in 2006-2007 than in 2005-2006), early review processes and increased focus on the screening and streaming of cases were key mechanisms by which the IRB managed its immigration appeals caseload—all of which had a positive impact on productivity.

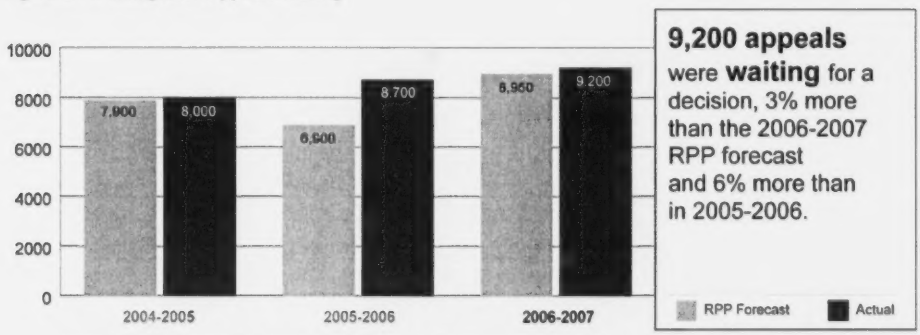
Although the IAD successfully increased its productivity—9% over the previous fiscal year—the IAD fell short by 3% of the finalization forecast in the *2006-2007 IRB Report on Plans and Priorities*. This shortfall was due largely to the fact that the IAD did not see an increase in its member complement, an assumption on which the forecast was initially based. Delays in appointments and reappointments in all regions contributed to the shortfall in finalizations. The forecasts in the *2006-2007 IRB Report on Plans and Priorities* were based on a member complement for the IAD of more than 37 members, but the Division's complement declined from 32 members early in the fiscal year to 26 by March 2007.

Outcome of decisions

- 43% were allowed and 31% were dismissed
- 26% were withdrawn by the appellant or declared abandoned by the IRB

APPEALS WAITING

Figure 2.11: Immigration Appeals Waiting



Note: The numbers have been rounded off to the nearest hundred.

The increase is a direct result of the number of appeals filed exceeding the number of appeals finalized for a fifth consecutive year; however, the proportion of appeals finalized to appeals filed increased to 93% in 2006-2007 from 86% in 2005-2006.

AVERAGE PROCESSING TIME

The average processing time increased by 8% to 9.9 months in 2006-2007 compared to 9.2 months in 2005-2006. The increase is due primarily to the fact that the high number of appeals filed continues to exceed the capacity of the IAD to hear and finalize them.

AVERAGE COST PER APPEAL FINALIZED

The average cost per finalized appeal for 2006-2007 of $2,260 is slightly higher than the 2005-2006 adjusted actual average cost of $2,130 primarily as a result of a higher share of fixed costs per unit caused by a drop in the overall IRB volume and higher translation costs. Average unit costs per appeal ranged from $2,200 for sponsorship appeals to $2,500 for removal orders and residency obligation appeals.

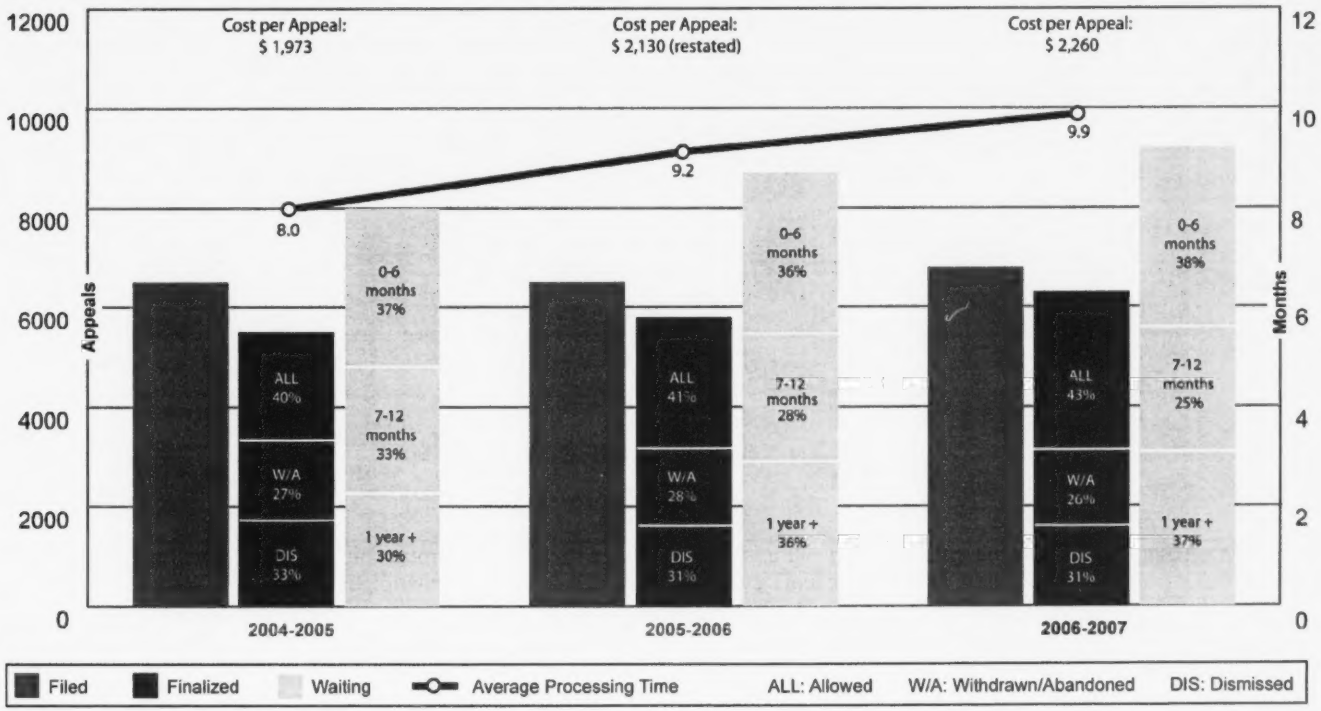
The average cost per finalized appeal is slightly higher than the forecasted cost of $2,100 as reported in the *2006-2007 IRB Report on Plans and Priorities* as a result of higher translation costs and an increased share of infrastructure costs.

The cost per appeal includes decision-making costs and the costs of related activities such as case preparation, research, scheduling of hearings, legal services, foreign-language interpretation, technological support, translation services and administrative support, but it excludes extraordinary items such as the IAD Innovation initiative costs. It also includes a share of the costs of the Corporate Management and Services program activity, which is allocated to the three decision-making program activities, based on expenditure trends.

Immigration Appeal - Master Graph

The following graph provides detailed information and offers a comparison of the main activities during the past three fiscal years. It shows Immigration Appeals Filed, Finalized, Waiting, Average Processing Time and Cost per Appeal.

Figure 2.12: Immigration Appeal Master Graph



SECTION 3

Supplementary Information

ORGANIZATIONAL INFORMATION

Chairperson

The Chairperson is the IRB's Chief Executive Officer, senior decision-maker and spokesperson. Providing overall leadership and direction to the Board's three decision-making divisions, the Chairperson is responsible for creating and promoting a vision of the IRB that unifies all IRB personnel around the common purpose of providing resolutions, including well-reasoned decisions on immigration and refugee matters, as early as possible in the process, while maintaining fairness and quality.

In addition to the broad responsibility of the management of GIC appointees, the Chairperson has a range of statutory powers at his disposal to provide assistance to decision-makers in order to enhance the quality, consistency and efficiency of decision-making. The Chairperson is accountable to Parliament and reports to it through the Minister of CIC.

Executive Director

The Executive Director is the IRB's Chief Operating Officer and reports to the IRB Chairperson. The Executive Director is responsible for IRB operations and the administration of the Board's three decision-making divisions.

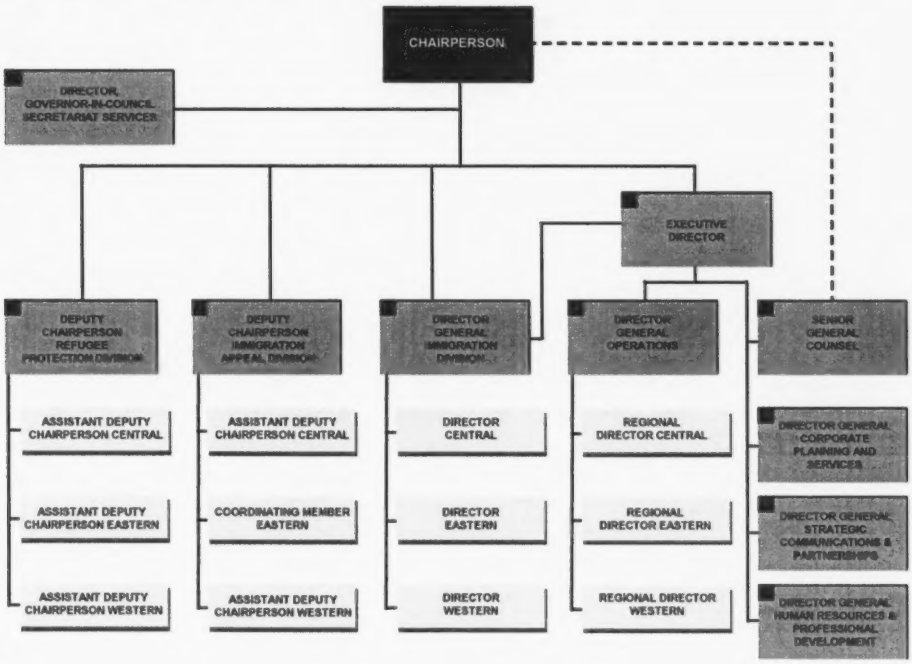
The Executive Director is responsible for the complement of public service employees, including those who provide direct support to the decision-making activities at the IRB. This position is currently vacant pending decisions on IRB governance.

Senior Management

Two Deputy Chairpersons (appointed by the Governor in Council) and one Director General (appointed under the *Public Service Employment Act*) oversee decision-making in the three divisions. Four Directors General and a Senior General Counsel (all appointed under the *Public Service Employment Act*) are responsible for the operations, legal services and corporate management and services functions of the IRB.

Organization Chart

Figure 3.1: IRB Organizational Chart



OVERVIEW OF FINANCIAL PERFORMANCE

The IRB's total authorities of $119.3 million increased by $2.5 million from its planned spending of $116.8 million. This increase was attributable mainly to:

- An additional amount of $4.4 million in funding carried forward from 2005-2006;
- An additional amount of $1.0 million in compensation for collective agreements; and
- A reduction of $2.9 million associated with the employee benefit plans.

The net overall increase of $2.5 million was allocated primarily to cover requirements relating to the Immigration Appeal program activity.

Actual spending for 2006-2007 was $110.4 million, $8.9 million less than the total authorities. Unused resources were attributable mainly to:

- A surplus of $6.9 million in the special purpose allotment for the translation of decisions primarily as a result of a lower volume of finalizations; and
- A surplus of approximately $2.0 million as a result of delays in staffing (specifically, fewer decision-maker appointments than initially planned).

Comparison of Planned to Actual Spending (incl. FTEs)*

This table offers a comparison of the Main Estimates, Planned Spending, Total Authorities, Actual Spending for 2006-2007 and historical figures for Actual Spending.

Table 3.1: Comparison of Planned to Actual Spending (incl. FTEs)

($ millions)	2004-2005	2005-2006	2006-2007			
	Actual	Actual	Main Estimates	Planned Spending	Total Authorities	Actual
Refugee Protection	104.4	90.6	86.8	86.4	86.3	81.4
Admissibility Hearings and Detention Reviews	10.9	10.4	15.3	15.2	15.5	12.2
Immigration Appeal	10.6	11.7	15.2	15.2	17.5	16.8
Total	**125.9**	**112.7**	**117.4**	**116.8**	**119.3**	**110.4**
Less: Non-respendable revenue						
Plus: Cost of services received without charge	19.3	20.3		19.5		19.5
Total Departmental Spending	**145.2**	**133.0**		**136.3**		**129.9**
Full-time Equivalents (FTEs)	**1,170**	**1,035**		**1,060**		**942**

**Because of rounding, figures may not add to totals shown.*

Resources by Program Activity

The following table outlines how resources were utilized by program activity for the 2006-2007 fiscal year.

Table 3.2: Resources by Program Activity

2006-2007				
($ millions)		Budgetary		
Program Activity	Operating	Total: Gross Budgetary Expenditures	Total: Net Budgetary Expenditures	Total
Refugee Protection				
Main Estimates	86.8	86.8	86.8	86.8
Planned Spending	86.4	86.4	86.4	86.4
Total Authorities	86.3	86.3	86.3	86.3
Actual Spending	81.4	81.4	81.4	81.4
Admissibility Hearings and Detention Reviews				
Main Estimates	15.3	15.3	15.3	15.3
Planned Spending	15.2	15.2	15.2	15.2
Total Authorities	15.5	15.5	15.2	15.5
Actual Spending	12.2	12.2	12.2	12.2
Immigration Appeal				
Main Estimates	15.2	15.2	15.2	15.2
Planned Spending	15.2	15.2	15.2	15.2
Total Authorities	17.5	17.5	17.5	17.5
Actual Spending	16.8	16.8	16.8	16.8

Voted and Statutory Items

The table below shows how Parliament votes resources to the IRB, and largely replicates the summary table listed in the Main Estimates. Resources are presented to Parliament in this format. Parliament approves the voted funding and the statutory information is provided for information purposes.

Table 3.3: Voted and Statutory Items

2006-2007					
Voted or Statutory Items ($ millions)	Truncated Vote of Statutory Wording	Main Estimates	Planned Spending	Total Authorities	Actual
10	Operating expenditures	103.3	102.7	108.1	99.2
(S)	Contributions to employee benefit plans	14.1	14.1	11.2	11.2
Total		**117.4**	**116.8**	**119.3**	**110.4**

Services Received Without Charge

The following table provides information on services received without charge for the IRB.

Table 3.4: Services Received Without Charge

($ millions)	2006-2007
Accommodation provided by Public Works and Government Services Canada	14.0
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds). Employer's contribution to employees' insured benefits plans and associated expenditures paid by TBS	5.5
Salary and associated expenditures of legal services provided by the Department of Justice Canada	0.0
Total 2006–2007 Services received without charge	**19.5**

Resource Requirements by Branch or Sector

The table below shows the distribution of funding to the IRB at the organizational level.

Table 3.5: Resource Requirements by Branch or Sector

2006-2007				($ millions)
Organization	Refugee Protection	Admissibility Hearings and Detention Reviews	Immigration Appeal	Total
Chairperson, Executive Director and Secretariat (including GIC salaries)				
Planned Spending	24.6	0.2	4.6	29.4
Actual Spending	16.4	0.2	4.8	21.4
Refugee Protection Division				
Planned Spending	1.2			1.2
Actual Spending	1.0			1.0
Immigration Appeal Division				
Planned Spending			0.9	0.9
Actual Spending			0.9	0.9
Immigration Division				
Planned Spending		4.0		4.0
Actual Spending		5.6		5.6
Strategic Communications and Partnerships (including special purpose account for translation of decisions)				
Planned Spending	6.0	5.4	2.8	14.2
Actual Spending	3.9	0.7	3.3	7.9
Human Resources and Professional Development				
Planned Spending	3.3	0.4	0.4	4.1
Actual Spending	3.5	0.5	0.5	4.5
Legal Services				
Planned Spending	4.3	0.2	0.2	4.7
Actual Spending	4.2	0.2	0.2	4.6
Corporate Planning and Services				
Planned Spending	6.9	1.2	1.2	9.3
Actual Spending	12.4	1.6	1.5	15.5
Operations (including regions and ICMS)				
Planned Spending	40.1	3.8	5.1	49.0
Actual Spending	40.0	3.4	5.6	49.0

Details on Project Spending (ICMS)*

This table identifies IRB projects, information technology and major crown projects underway or completed during the reporting period.

The scope of this multi-year project is to improve case management by streamlining and automating business processes within the IRB and to implement an integrated case management system that will support IRB operations. When fully implemented, ICMS will provide IRB employees with access to all information required to manage or work with IRB cases and provide the IRB with the capacity to automate its case processing improvements. It will also:

- Improve processing time;
- Promote a consistency in decisions that will enhance predictability for claimants and counsel;
- Increase security and integrity of the data; and
- Improve the current IT infrastructure.

Table 3.6: Details on Project Spending (ICMS)

Current Estimated Total Cost ($ millions)	Cumulative Spending to March 31, 2007 ($ millions)
40.0	39.6

Plans	Results
STAGE 1	
Release 1: Replace the current Claim Type Management System and automate screening and streamlining activities	More robust system that improves the IRB's case management — *Implemented June 2004*
Release 2: Automate research processes	Increases the effectiveness of the research processes by automating the research requests — *Implemented April 2005*
Release 3: Create Electronic Personal Information Form (e-PIF)	Enhances client services by allowing counsel to send PIFs electronically — *Implemented May 2005*
Release 4: Automate RPD processes	Delivers the program through the automation of RPD functions and improves decision-making by providing timely, integrated, comprehensive and accurate information on cases — *Implemented April 2007*
STAGE 2	
Automate IAD processes	Building on Stage 1, development of the various ICMS elements required to provide case processing and scheduling for the IAD (under review pending business rationalization of IAD processes)
STAGE 3	
Automate ID processes	Building on Stage 2, development of the various ICMS elements required to provide case processing and scheduling for the ID (under review pending business rationalization of ID processes)

*Although ICMS does not meet the TBS definition of a major project for reporting purposes, it represents a significant investment for the IRB.

Financial Statements of Departmental Corporations and Agencies (including Agents of Parliament) and Revolving Funds Financial Statements

The following financial statements are prepared in accordance with accrual accounting principles. The unaudited supplementary information presented in the financial tables in the *IRB Departmental Performance Report* is prepared on a modified cash basis of accounting in order to be consistent with appropriation-based reporting. Note 3 of the financial statements reconciles these two accounting methods.

STATEMENT OF MANAGEMENT RESPONSIBILITY

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2007, and all information contained in these statements rests with the management of the IRB. These financial statements have been prepared by management in accordance with TBS accounting policies, which are consistent with Canadian generally accepted accounting principles for the public sector.

Some information in the financial statements is based on management's best estimates and judgment and gives due consideration to materiality. To fulfil its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the IRB's financial transactions. Financial information submitted to the Public Accounts of Canada and included in the *IRB Departmental Performance Report* is consistent with these financial statements.

Management maintains a system of financial management and internal controls designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are in accordance with the *Financial Administration Act* and prescribed regulations, are within Parliamentary authorities, and are properly recorded to maintain accountability of Government funds. Management also seeks to ensure the objectivity and integrity of data in its financial statements by careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that regulations, policies, standards and managerial authorities are understood throughout the IRB.

The Chairperson's Management Board (CMB) is the senior management body responsible for setting organizational priorities and objectives and providing overall direction to the IRB. The CMB oversees major initiatives that cut across the organization to ensure a comprehensive and integrated approach.

Management is supported and assisted by an Audit and Evaluation Committee (AEC), a sub-committee of the CMB. The primary role of the AEC is to provide functional guidance over internal audit and evaluation.

The Senior Financial Officer is a full member of both the CMB and the AEC.

The financial statements of the IRB have not been audited.

Brian Goodman
Chairperson

Jean Bélanger
Senior Financial Officer

Ottawa, Canada
August 2nd, 2007

STATEMENT OF OPERATIONS (UNAUDITED)
FOR THE YEAR ENDED MARCH 31
(in thousands of dollars)

	2007				2006
	Refugee Protection	Immigration Appeal	Admissibility Hearings & Detention Reviews	Total	Total
Operating Expenses					
Salaries and employee benefits	63,265	12,528	10,042	85,835	88,734
Rentals	11,017	1,881	2,138	15,036	15,462
Professional and special services	10,359	3,899	1,697	15,955	11,747
Amortization	4,595	37	41	4,673	2,333
Transportation and telecommunications	3,272	764	522	4,558	4,396
Acquisition of equipment (less than $10K)	1,428	212	208	1,848	2,791
Repair and maintenance	992	135	132	1,259	1,635
Utilities, materials and supplies	578	74	70	722	762
Information	194	16	17	227	246
Other	37	(2)	(3)	32	95
Total Operating Expenses	**95,737**	**19,544**	**14,864**	**130,145**	**128,201**
Total Revenues	**7**	**1**	**1**	**9**	**4**
Net Cost of Operations	**95,730**	**19,543**	**14,863**	**130,136**	**128,197**

The accompanying notes form an integral part of these financial statements.

STATEMENT OF FINANCIAL POSITION (UNAUDITED)
AT MARCH 31
(in thousands of dollars)

		2007	2006
ASSETS			
	Financial assets		
	Accounts receivables and advances (Note 4)	3,576	2,717
	Non-financial assets		
	Prepaid expenses	129	23
	Tangible capital assets (Note 5)	23,307	22,798
	Total non-financial assets	23,435	22,821
TOTAL		**27,011**	**25,538**
LIABILITIES			
	Accounts payable and accrued liabilities	9,723	8,299
	Vacation pay and compensatory leave	3,445	3,778
	Employee severance benefits (Note 6)	15,239	14,086
	Total liabilities	28,407	26,163
EQUITY OF CANADA		(1,396)	(625)
TOTAL		**27,011**	**25,538**

Contingent liabilities (Note 7)

The accompanying notes form an integral part of these financial statements.

STATEMENT OF EQUITY OF CANADA (UNAUDITED)
AT MARCH 31
(in thousands of dollars)

	2007	2006
Equity of Canada, beginning of year	**(625)**	**(9,367)**
Net cost of operations	(130,136)	(128,197)
Current year appropriations used (Note 3)	110,438	112,733
Adjustments of previous years accounts payables and miscellaneous revenues not available for spending	(55)	(397)
Change in net position in the Consolidated Revenue Fund (Note 3)	(542)	4,261
Services received without charge from other government departments (Note 8)	19,524	20,342
Equity of Canada, end of year	**(1,396)**	**(625)**

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CASH FLOW (UNAUDITED)
FOR THE YEAR ENDED MARCH 31
(in thousands of dollars)

	2007	2006
Operating activities		
Net cost of operations	130,136	128,197
Non-cash items:		
Amortization of capital assets	(4,673)	(2,333)
Bad debts write-off	-	(4)
Previous year correction	-	(444)
Services received without charge	(19,524)	(20,342)
Variations in Statement of Financial Position:		
Increase in accounts receivable and advances	859	243
Increase in prepaid expenses	105	23
Decrease (increase) in liabilities	(2,244)	4,077
Cash used by operating activities	**104,659**	**109,417**
Capital investment activities		
Acquisitions of tangible capital assets (Note 5)	5,182	7,180
Cash used by capital investment activities	**5,182**	**7,180**
Financing activities		
Net cash provided by Government of Canada	**(109,841)**	**(116,597)**

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS (UNAUDITED)

1. Authority and Objectives

Created by an Act of the Canadian Parliament in 1989, the IRB is the largest Canadian administrative tribunal performing quasi-judicial functions. Its mandate is contained in Part 4 of the *Immigration and Refugee Protection Act*.

As an independent tribunal, the IRB's mandate is to:

- Determine claims for refugee protection made in Canada;
- Adjudicate admissibility hearings and review reasons for detention; and
- Decide appeals from sponsorship refusals, certain removal orders and residency obligation decisions, and decide appeals by the Minister of CIC from decisions made in admissibility hearings.

As an organization with three administrative divisions, the IRB provides a responsive and efficient means of delivering administrative justice for individuals and ensures that all people who come before it are treated fairly. In fulfilling its mandate, the IRB contributes directly to maintaining public confidence in the integrity of Canada's immigration and refugee determination system.

2. Summary of Significant Accounting Policies

The financial statements have been prepared in accordance with TBS accounting policies, which are consistent with Canadian generally accepted accounting principles for the public sector.

Significant accounting policies are as follows:

(a) Parliamentary Appropriations – The IRB is financed by the Government of Canada through Parliamentary appropriations. Appropriations provided to the IRB do not parallel financial reporting according to generally accepted accounting principles since appropriations are primarily based on cash flow requirements. Consequently, items recognized in the statement of operations and the statement of financial position are not necessarily the same as those provided through appropriations from Parliament. Note 3 provides a high-level reconciliation between the two reporting bases.

(b) Net Cash Provided by Government – The IRB operates within the Consolidated Revenue Fund (CRF), which is administered by the Receiver General for Canada. All cash received by the IRB is deposited to the CRF and all cash disbursements made by the IRB are paid from the CRF. Net cash provided by Government is the difference between all cash receipts and all cash disbursements including transactions between departments of the federal government.

(c) Change in net position in the Consolidated Revenue Fund is the difference between the net cash provided by Government and appropriations used in a year, excluding the amount of non-respendable revenue recorded by the IRB. It results from timing differences between when a transaction affects appropriations and when it is processed through the CRF.

(d) Revenues – Revenues are accounted for in the period in which the underlying transaction or event occurred that gave rise to the revenues. The IRB does not charge for its services and its only revenues stem from gains on disposals of crown assets and Access to Information and Privacy fees.

(e) Expenses – Expenses are recorded on an accrual basis:
- Vacation pay and compensatory leave are expensed as the benefits accrue to the employees under their respective terms of employment; and
- Services received without charge by other government departments for accommodation, the employer's contribution to the health and dental insurance plans and legal services are recorded as operating expenses at their estimated cost.

(f) Employee future benefits
(i) Pension benefits: Eligible employees participate in the Public Service Pension Plan, a multi-employer administered by the Government of Canada. The IRB contributions to the Plan are charged to expenses in the year they are incurred and represent the total obligation of the Board to the Plan. Current legislation does not require the IRB to make contributions for any actuarial deficiencies of the Plan.
(ii) Severance benefits: Employees are entitled to severance benefits under labour contracts or conditions of employment. These benefits are accrued as employees render the services necessary to earn them. The obligation relating to the benefits earned by employees is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

(g) Accounts receivables are stated at amounts expected to be ultimately realized. A provision can be made for external parties receivables where recovery is considered uncertain.

(h) Contingent liabilities – Contingent liabilities are potential liabilities, which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

(i) Tangible capital assets – All tangible capital assets having an initial cost of $10,000 or more are recorded at their acquisition cost. Amortization of tangible capital assets is done on a straight-line basis over the estimated useful life of the assets as follows:

Asset class	Amortization Period
Informatics hardware	4 years
Informatics software	5 years

(j) Measurement uncertainty – The preparation of these financial statements in accordance with TBS accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant items where estimates are used are the liability for employee severance benefits and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

3. Parliamentary Appropriations

The IRB receives its funding through annual Parliamentary appropriations. Items recognized in the statement of operations and the statement of financial position in one year may be funded through Parliamentary appropriations in prior, current or future years. Accordingly, the IRB has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

(a) Reconciliation of net cost of operations to current year appropriations used:

(in thousands of dollars)	2007	2006
Net cost of operations	130,136	128,197
Adjustments for items affecting net cost of operations but not affecting appropriations:		
Add (Less):		
Services received without charge (Note 8)	(19,524)	(20,342)
Amortization of tangible capital assets	(4,673)	(2,333)
Previous year correction	-	(444)
Adjustments to previous years accounts payable	3	337
Vacation pay and compensatory leave	333	270
Contingent liability reversal	-	150
Refunds of previous year's expenditures	49	56
Justice Canada's expenditures	(29)	(45)
Prepaid expenses previously charged to appropriations	-	(5)
Bad debts write-off	-	(4)
Employee severance benefits	(1,153)	(313)
Revenue	9	4
	105,151	105,528
Adjustments for items affecting net cost of operations but not affecting appropriations:		
Add (Less):		
Acquisition of capital assets	5,182	7,180
Prepaid expenses	105	28
Temporary advances	-	(3)
Current year appropriations used	110,438	112,733

(b) Appropriations provided and used

(in thousands of dollars)	2007	2006
Vote 10 - Operating expenditures	103,259	98,601
Vote 10a - Supplementary	3,829	-
Vote 15 - Transfer from TBS	1,049	-
Governor General's special warrants	-	6,498
Statutory amounts	11,189	12,520
Less:		
Lapsed appropriations: Operating	(8,888)	(4,886)
Current year appropriations used	110,438	112,733

(c) Reconciliation of net cash provided by Government to current year appropriations used

(in thousands of dollars)	2007	2006
Net cash provided by Government	109,841	116,597
Adjustments of previous years accounts payable and miscellaneous revenues not available for spending	55	97
	109,896	116,994
Change in net position in the Consolidated Revenue Fund		
Variation in accounts receivable and advances	(859)	(243)
Variation in accounts payable and accrued liabilities	1,423	(3,969)
Other adjustments	(22)	(49)
	542	(4,261)
Current year appropriations used	110,438	112,733

4. Accounts Receivable and Advances

The following table presents details of accounts receivable and advances:

(in thousands of dollars)	2007	2006
Receivable from other Federal Government departments and agencies	3,472	2,677
Receivables from external parties	100	36
Standing advances	4	4
Total	3,576	2,717

5. Tangible Capital Assets

Cost *(in thousands of dollars)*

Capital asset class	Opening Balance	Acquisitions	Work in Progress Transfer	Closing balance
Informatics Hardware	2,475	112	-	2,587
Informatics Software	12,300	-	5,125	17,425
Software under development	12,609	5,070	(5,125)	12,554
Total	27,384	5,182	-	32,566

Accumulated amortization *(in thousands of dollars)*

Capital asset class	Opening balance	Amortization	Closing balance
Informatics Hardware	1,664	304	1,968
Informatics Software	2,922	4,369	7,291
Software under development	-	-	-
Total	4,586	4,673	9,259

Capital asset class	2007 Net book value	2006 Net book value
Informatics Hardware	619	811
Informatics Software	10,134	9,378
Software under development	12,554	12,609
Total	23,307	22,798

Amortization expense for the year ended March 31, 2007, is $4,673 (2006 - $2,333).

6. Employee Benefits

(a) Pension Benefits: IRB employees participate in the Public Service Pension Plan, which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Québec Pension Plans benefits and they are indexed to inflation.

Both employees and the IRB contribute to the cost of the Plan. The 2006-07 expense amounts to $11,183,580 ($12,517,527 in 2005-06), which represents approximately 2.2 times (2.6 in 2005-06) the contributions by employees.

The IRB's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

(b) Severance Benefits: The IRB provides severance benefits to its employees based on eligibility, years of service and final salary. These severance benefits are not pre-funded. Benefits will be paid from future appropriations. Information about the severance benefits, measured as at March 31, is as follows:

(in thousands of dollars)	2007	2006
Accrued benefit obligation, beginning of the year	14,086	13,773
Cost for the year	2,981	1,266
Benefits paid during the year	(1,828)	(953)
Accrued benefit obligation, end of the year	15,239	14,086

7. Contingent liabilities

(a) Claims and litigation: Claims have been made against the IRB in the normal course of operations. Legal proceedings for claims totalling approximately $5,616,000 ($5,886,000 in 2006) were still pending at March 31, 2007. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the financial statements. No liability set-up was required because no future events were likely to occur.

8. Related party transactions

The IRB is related in terms of common ownership to all Government of Canada departments and agencies and Crown corporations. The IRB enters into transactions with these entities in the normal course of business and on normal trade terms. Also, during the year, the IRB received services, which were obtained without charge from other Government departments as presented in part (a) below.

(a) Services received without charge: During the year, the IRB received without charge from other departments, accommodation, legal fees and the employer's contribution to the health and dental insurance plans. These services without charge have been recognized in the IRB Statement of Operations as follows:

(in thousands of dollars)	2007	2006
Accommodation	13,986	14,586
Employer's contribution to the health and dental insurance plans	5,533	5,753
Legal services	5	3
Total	19,524	20,342

The Government has structured some of its administrative activities for efficiency and cost-effectiveness purposes so that one department performs these on behalf of all without charge. The costs of these services, which include payroll and cheque issuance services provided by Public Works and Government Services Canada, are not included as an expense in the Board's Statement of Operations.

(b) Payables and receivables outstanding at year-end with related parties:

(in thousands of dollars)	2007	2006
Accounts receivable with other government departments and agencies	3,472	2,676
Accounts payable to other government departments and agencies	1,308	517

Response to Parliamentary Committees, Audits and Evaluations

Table 3.7: Response to Parliamentary Committees, Audits and Evaluations

Response to Parliamentary Committees	
No recommendations were received.	
Response to the Auditor General	
No recommendations were received.	
External Audits	
No external audits were requested.	
Internal Audits or Evaluations	
Plans	**Results**
Cyclical Compliance Reviews	
Videoconferencing, Human Resources Strategy and Streamlining	Action plans to management response of the Videoconferencing and Streamlining Review and Evaluation were followed up. Both reviews called for the renewal of the respective policies to reflect the IRB's transition to tribunal integration. Management response to the Human Resources Strategy Review was completed and closed.
Logic Model and Performance Measurement Framework	
IAD Innovation	A logic model and a performance measurement framework were developed for this major initiative. Both instruments were further developed to respond to results of the implementation of this initiative.
Values and Ethics Framework	Development of the logic model and the associated performance measurement framework for this function have been deferred until the appropriate Values and Ethics Frameworks are developed in 2008-2009.
Internal Audit	
Contracting Practices	An audit of contracting practices and the management response was completed at the end of 2006-2007. The audit follow-up will be carried forward to 2007-2008.
Control Self-Assessment	
MAF Element: Stage One	A Core Management Controls self-assessment project was designed and planned in 2006-2007. Stage One included a comprehensive consultation with senior managers at the national and regional levels to assess the state of the IRB's control environment by using the TBS Core Management Controls Framework.

These reports and the associated management responses and action plans can be found at:

http://www.irb-cisr.gc.ca/en/about/transparency/evaluations/index_e.htm

SECTION 4

Other Items of Interest

CORPORATE MANAGEMENT AND SERVICES PROGRAM ACTIVITY

The Corporate Management and Services program activity provides support to the three IRB decision-making program activities through a range of HR, legal services, communications, strategic planning, audit and evaluation, risk management, values and ethics, financial services, information technology, security and management activities. It also provides the IRB with efficient management processes and administrative services while promoting organizational effectiveness, and implements various government-wide initiatives. In addition, the Corporate Management and Services program activity ensures that all corporate management services are integrated into the business of the IRB.

The actual spending and FTEs for Corporate Management and Services are proportionally allocated to the three decision-making program activities.

Performance Highlights

SIGNIFICANT ACHIEVEMENTS IN 2006-2007 INCLUDED THE TRANSITION OF ICMS IT RESOURCES FROM THE IRB'S OPERATIONS BRANCH TO THE CORPORATE PLANNING AND SERVICES BRANCH, IMPLEMENTATION OF KEY PRIORITIES OF THE PEOPLE MANAGEMENT STRATEGY, DEVELOPMENT OF THE INTERNAL AUDIT AND THE DEPARTMENTAL AUDIT COMMITTEE CHARTERS AND IMPLEMENTATION OF A NEW ORGANIZATION-WIDE CONTRACTING POLICY.

Table 4.1: Corporate Management and Services Program Activity Plans and Results

STRATEGIC OUTCOME: Provide Canadians with well-reasoned, timely decisions on immigration and refugee matters, efficiently, fairly and in accordance with the law.

STRATEGIC PRIORITY Improve case management processes through the successful implementation of ICMS	
Plans	**Results**
Corporate Management and Services	
Provide ongoing maintenance of the ICMS applications once implemented	▪ ICMS was implemented on April 2, 2007, and is supported by business and IT teams as the system of record for the RPD ▪ The Information System (IS) Directorate continues to acquire the capacity to provide effective and ongoing system maintenance to ICMS
Transition ICMS IT resources, tools, procedures and infrastructure to the IS Directorate	▪ Transition of ICMS IT resources, tools, procedures and infrastructure to the IS Directorate was completed
Implement a Change Management Strategy with respect to the ICMS project that includes comprehensive communications and training plans	▪ A Change Management Strategy was implemented and training was provided to all personnel who will use ICMS; the strategy is ongoing and is revised regularly to reflect the present and future needs of the user community ▪ Communications activities have been ongoing, using various media to communicate with regional end users, trainers and HQ personnel ▪ Impediments to the implementation of ICMS were identified and addressed on an regular basis either through ICMS maintenance releases or through change management activities with the regional user community
STRATEGIC PRIORITY **Implement a horizontal and fully integrated management plan that reflects the IRB's reality**	
Plans	**Results**
Corporate Planning and Accountability	
Update the Risk Management Plan to reflect strategic priorities and the Government Management Agenda, and implement the Legal Risk Management System	▪ Risk management is a key driver in strategic planning and priority setting ▪ The legal risk management framework was approved and legal risk management plans for various identified legal risks were produced and refined ▪ Risk management was used as a key leverage to initiate a three-year core management control framework project as part of the government-wide Audit Policy
Provide effective financial planning and budgeting using ABB, A-Base Reviews and other tools to support the resourcing process within the IRB	▪ Resource allocation decisions reflect workload trends and priorities throughout the IRB ▪ Expected availability of financial resources is taken into account as part of the business planning process
Develop an HR planning tool to facilitate the integration of HR planning in business planning	▪ The IRB developed a framework and template for integrated HR and business planning
Audit and Evaluation	
Update the three-year action plan to bring the IRB into compliance with the new Internal Audit Policy	▪ Charters for Internal Audit and the Departmental Audit Committee were established ▪ Implementation of Year 1 of the IRB Internal Audit Policy is consistent with the standards of the Office of the Comptroller General and of the Institute of Internal Auditors ▪ Completed Phase 1 to assess the IRB's core management controls as a first step towards the establishment of an Internal Control Framework ▪ Audit Universe established and approved

Strategic Priority Implement a horizontal and fully integrated management plan that reflects the IRB's reality	
Plans	**Results**
People Management	
Implement identified priorities of the People Management Strategy, including the implementation of an integrated learning and professional development program for all IRB personnel	▪ Key priorities of the People Management Strategy and Learning and Development Strategy were implemented, including revitalization of the Employment Equity Program under which a National Advisory Committee was established and a self-identification campaign was conducted ▪ Four new competency profiles were developed and learning opportunities were provided to public service employees and GICs, including Informal Conflict Resolution training, management and leadership training and new member/Tribunal Officer training
Implement HR Modernization measures and objectives including those related to compliance with the new *Public Service Labour Relations Act* and the *Public Service Modernization Act*	▪ The IRB implemented HR Modernization measures such as an informal conflict resolution system, new internal staffing policies and delegated staffing authorities to managers
Receive and analyze the Public Service Employment Survey (PSES) results and develop an action plan to address the results	▪ The IRB received, analyzed and communicated the national 2005 PSES results across the organization and identified areas of improvement to be addressed as part of the integrated HR planning process
Revise the GIC recruitment process to ensure further alignment with the Member Competency Profile, including revisions to the screening test and interview guide for GIC recruitment	▪ The 2004 competency-based regime was assessed after the first two years of implementation; a revised process will be implemented in 2007-2008 that will strengthen the merit-based competency focus of GIC appointments to the IRB while increasing transparency and fairness
Examine the possibility of the development of a unique classification standard for the IRB	▪ After a thorough analysis, IRB senior management made a recommendation that the IRB will not proceed with a submission of a business case to the TBS
Financial Management	
Implement a formal management monitoring function and conduct readiness assessment for audited Financial Statements	▪ Delays occurred in the staffing of positions as a result of a shortage of qualified financial officers; by year end, however, the corporate monitoring function was in place, resulting in improvements to the monitoring function at the IRB ▪ The TBS has determined that the IRB is a Phase II department; as a result, compliance with the requirement to provide audited Financial Statements will be set at a later date
Security	
Implement a comprehensive security program that includes a Business Continuity Plan (BCP) updated annually and implement the Management Information Technology Security (MITS) Action Plan	▪ The IRB has developed a BCP that ensures that the IRB's critical functions would be delivered in the case of a business interruption ▪ The IRB has made significant progress in meeting the requirements of the *Government Security Policy* for the protection of people, information and assets
Procurement and Asset Management	
Implement a comprehensive procurement and asset management program	▪ The IRB has implemented controls over procurement; these include an IRB contracting policy, limiting contracting authority to trained specialists and developing better monitoring and reporting tools
Develop appropriate contracting regimes and controls on the interpreter file	▪ The IRB completed a Statement of Work for interpreter services
Information Management	
Implement the relevant elements of the Information Management (IM) Action Plan following the IM Capacity exercise	▪ The IRB has acted on the recommendations of the IM Action Plan by establishing a governance mechanism, articulating its vision and setting a three-year plan to address IM and record-keeping priorities
Using *info*net, provide all employees with authoritative, comprehensive and well-structured information in support of their respective operational goals and obligations	▪ Employees are well informed and provided with an effective work tool

Strategic Priority Implement a horizontal and fully integrated management plan that reflects the IRB's reality	
Plans	**Results**
Information Systems	
Support the IRB's activities with the appropriate infrastructure, desktop and network environment	▪ The IRB desktop and network environment was upgraded with Windows XP, Office 2003 and Windows Server 2003 ▪ The IRB technology infrastructure was evergreened to support the IRB's activities, including ICMS ▪ Quality assurance and architecture functions for all aspects of the IRB are in place
Support all Systems users (external and internal) effectively and in accordance with service standards	▪ Enhanced National Call Centre support services to the IRB's employees through the implementation of quality, consistency and efficiency measures while sustaining high volumes of resolutions and a reduced processing time

MANAGEMENT ACCOUNTABILITY FRAMEWORK ASSESSMENT

Late in 2006-2007 the TBS conducted Round IV of the MAF Assessments. The TBS developed the MAF to reinforce sound management practices and strengthen accountability in all public service organizations. It captures the TBS vision of sound public management in 10 expectations of Deputy Ministers and reinforces the message of the need for results-based management with better integrated management functions.

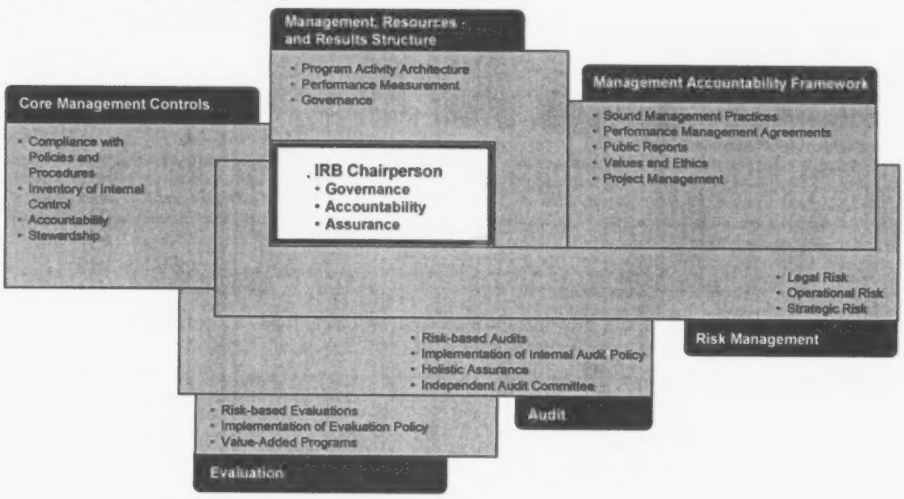
The TBS observations on the IRB's management accountability performance were generally positive. The IRB's work to improve management and its strong emphasis on the importance of accountability and modernization were recognized by the TBS. In total, for the 18 indicators against which the IRB was assessed, the IRB received one strong rating, 13 acceptable ratings, three opportunities for improvement and one attention required. The IRB was also acknowledged for the focused, relevant, concise and timely information it provided to the TBS as part of the MAF assessment process.

Notwithstanding the above, there are some areas that the TBS identified for further progress. These include completing the implementation of the ICMS project and ensuring proper maintenance, strengthening the internal audit and evaluation functions and building an infrastructure to further promote values and ethics. Furthermore, it will be important that the IRB carefully manages the stability of the organization during its time of transition.

INTEGRATED ACCOUNTABILITY FRAMEWORK

Under the *Federal Accountability Act*, the Chairperson becomes the IRB's Accounting Officer. In this role, the IRB Chairperson is accountable for issues such as ensuring compliance with policies and procedures for program delivery and systems of internal control, signing the accounts and ensuring that there is adequate internal audit capacity within the IRB. In 2006-2007 the IRB initiated the development of an Integrated Accountability Framework that will, in 2008-2009, provide the IRB Chairperson with an assurance of this compliance.

Figure 4.1: IRB Management Integration Model



PUBLIC SERVICE RENEWAL

The *Fourteenth Annual Report to the Prime Minister on the Public Service of Canada* was released on April 16, 2007, covering the period between April 1, 2006, and March 31, 2007. In this report, the Clerk of the Privy Council sets out the future direction of the federal Public Service and describes the path of public service renewal. The Renewal Initiative is driven by a number of factors including the aging public service workforce, the need to reflect the diversity of Canadians within the public service, the changing nature of public service work and public expectations and factors related to the competitive nature of attracting and retaining employees.

The renewal of the public service will unfold over several years. As a first step, four priorities have been established by the Clerk for the renewal agenda:

- Enhanced integration of HR and business planning
- Recruitment of new talent
- Employee development
- Establishment of systems and processes to support efficient planning, recruitment and employee development

These four priorities have translated, and will continue to translate, into new or enhanced objectives and expectations in the area of people management from all members of the HR stakeholder community across the public service. This community includes executives, managers, employees and bargaining agents.

Impact on the IRB

At the IRB, several initiatives stemming from its People Management Strategy (e.g., integrated HR and business planning, a revitalized Employment Equity program and competency-based HR management) have already been implemented and are in line with the objectives of the Renewal Initiative. Furthermore, the IRB continues to modernize and strengthen its people management practices in order to address both IRB and government-wide priorities.

INFORMATION AND CONTACTS

Legislation Administered

Immigration and Refugee Protection Act
(S.C. 2001, c. 27, as amended)

Immigration and Refugee Protection Regulations
(SOR/2002-227, as amended)

Refugee Protection Division Rules
(SOR/2002-228)

Immigration Division Rules
(SOR/2002-229)

Immigration Appeal Division Rules
(SOR/2002-230)

Oath or Solemn Affirmation of Office Rules
(Immigration and Refugee Board of Canada)
(SOR/2002-231)

IRB Processes

Visit these links to find out how the IRB processes its cases:

- **Process for Making a Claim for Refugee Protection**
  http://www.irb-cisr.gc.ca/en/references/procedures/processes/rpd/rpdp_e.htm
- **Admissibility Hearing Process**
  http://www.irb-cisr.gc.ca/en/references/procedures/processes/id/ahp_e.htm
- **Detention Review Process**
  http://www.irb-cisr.gc.ca/en/references/procedures/processes/id/drp_e.htm
- **Sponsorship Appeal Process**
  http://www.irb-cisr.gc.ca/en/references/procedures/processes/iad/sap_e.htm
- **Removal Order Appeal Process**
  http://www.irb-cisr.gc.ca/en/references/procedures/processes/iad/roap_e.htm

Related Information

UNHCR website: http://www.unhcr.org/home.html

Contact Us

For more information, visit the IRB web site at http://www.irb-cisr.gc.ca/ or contact the IRB Communications Directorate at 613-947-0803 or one of the IRB offices listed below.

National Headquarters

Immigration and Refugee Board of Canada
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Regional Offices

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